

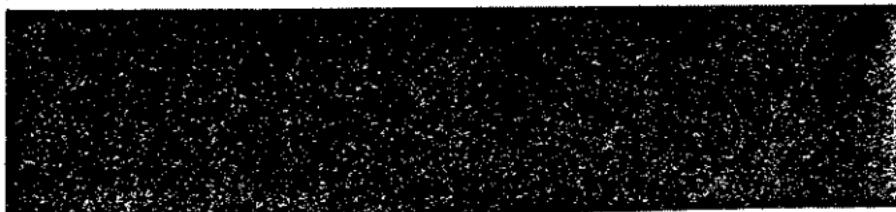
# HISTORY OF THE AIR FORCE INTELLIGENCE SERVICE

1 JANUARY - 31 DECEMBER 1984

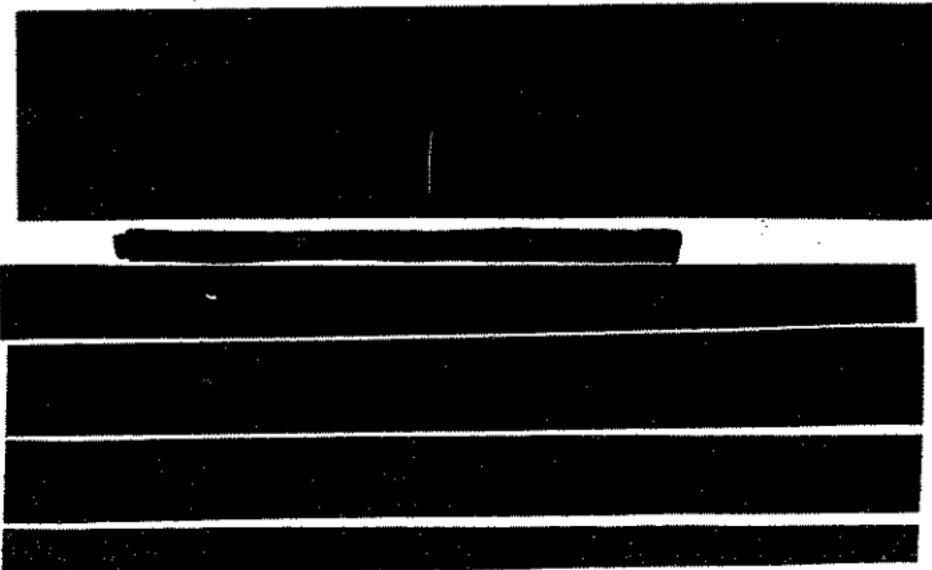


FORT BELVOIR, VIRGINIA 22060

VOLUME I - NARRATIVE AND APPENDICES



**SECURITY NOTICE PAGE**



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HISTORY  
OF THE  
AIR FORCE INTELLIGENCE SERVICE  
1 January - 31 December 1984

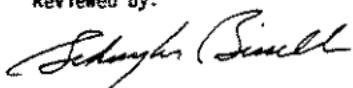
Volume I: Narrative and Appendices

by

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Chief, Historical Research Office

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Reviewed by:



SCHUYLER BISSELL, Major General, USAF  
Commander

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## PREFACE

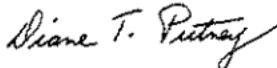
The AFIS History for CY1984 consists of 12 volumes. The first volume is the narrative account of 434 pages and focuses on significant activity and decisions of AFIS units. The remaining 11 volumes are the documents which support the narrative account. Each supporting document is cited in a footnote, and each is assigned an "SD" number, thus allowing the document to be easily identified and retrieved.

The AFIS Historical Research Office also prepared the AFSAC History for CY1984, consisting of a narrative volume and five volumes of supporting documents. The account of AFSAC within the AFIS History is therefore a condensed version of the separate AFSAC History. \*

Because some aspects of the AFIS History involved sensitive compartmented information (SCI), there is a separate SCI annex to this volume, Annex A. One copy of this is on file in the SCI storage facility used by the Historical Research Office. \*\*

The historian wrote the narrative volumes using guidelines in the Editorial Style Guide from the Office of Air Force History and The Chicago Manual of Style, 13th edition. Some general "rules" followed were to 1) use past tense, 2) use lower case spellings, and 3) rewrite jargon.

Researching and accurately writing about the extensive activity of the command element, directorates, operating locations, special staff offices, and worldwide AFSAC units are complicated tasks. The AFIS historian extends a special word of thanks to the AFIS and AFSAC personnel who answered questions and provided documents and inputs. In particular, the cooperation of commanders was essential and appreciated.



DIANE T. PUTNEY  
Chief, Historical Research Office

\* AFIS/HO never completed and finalized this project acc to  
AFC 210-3. Involved with Powell - ULTRA task.

\*\* Lowa documents

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Deleted per 5 U.S.C. §552(b)(1)

CHRONOLOGY

1984

AIR FORCE INTELLIGENCE SERVICE

JANUARY

- 3 [REDACTED] The ACS/I rescinded the authority granted to the Electronic Security Command in 1973 to close "for cause" cases under the Vance memorandum.
- 9-13 [REDACTED] The AFIS inspector general conducted a Management Effectiveness Inspection of [REDACTED]
- 17 [REDACTED] Maj. Robert Dussault and Mr. John Mitchell participated in the debriefing of U.S. Navy Lt. Robert O. Goodman, a naval flight officer, A-6 bombardier/navigator, flying a combat mission over Lebanon on 4 December 1983, who was shot down, captured, and transported to Damascus, Syria.

Deleted per 5 U.S.C. 552(b)(3)

FEBRUARY

- 6-10 [REDACTED] The Directorate of Targets hosted the third USAF Target Intelligence Conference at headquarters, Electronic Security Command.
- 7-16 [REDACTED] The Air Force inspector general conducted a Functional Management Inspection of mapping, charting, and geodesy functions at AFIS, six major command headquarters, and six intermediate headquarters.
- 27 February-  
2 March [REDACTED] The AFIS inspector general conducted a Management Effectiveness Inspection at [REDACTED]  
[REDACTED]
- 29 [REDACTED]
- [REDACTED] In February, the AFIS vice commander responded to Army officials at Fort Belvoir concerning the proposal to sell the parcel of land between U.S. Route 1 and the AFIS compound. The vice commander

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Deleted per 5 U.S.C. 552(b)(3)

requested that the land remain under the control of the federal government.

February-  
October

[REDACTED] The AFIS Management Survey was underway, headed by the ACS/I's special assistant, Maj. Gen. John S. Patton, USAFR, retired.

MARCH

1

[REDACTED] The Directorate of Joint Services Support assumed responsibility for the Code of Conduct librarian and historian function.

6-8

[REDACTED] The Mapping, Charting and Geodesy (MC&G) Division of the Directorate of Targets sponsored the fifth Air Force Geodetic and Geophysical Conference, at the Defense Mapping Agency Aerospace Center, St. Louis, Missouri.

26

[REDACTED] The Office of Personnel Management conducted a one day on-site visit to AFIS at Fort Belvoir.

APRIL

12

[REDACTED] The ACS/I established responsibilities for the development of DOD evasion charts.

17-27

[REDACTED] The AFIS inspector general conducted a Management Effectiveness Inspection of [REDACTED]

24

[REDACTED]  
[REDACTED] In April, the Visual Display Branch (INOZD) was reorganized and renamed the Audiovisual Presentations Division (INOV).

[REDACTED]  
[REDACTED] In April, the Logistics Division of the Special Staff was abolished, as it was absorbed as a new branch within the newly designated Plans, Programs and Logistics Division.

Annotated per S U.S.C. 552(b)(1)

Deleted per S U.S.C. 552(b)(1)

MAY

7-11 [REDACTED] The third annual AFSAC Commanders' Conference was held at Fort Belvoir.

JUNE

6 [REDACTED] AFSAC Pamphlet 200-27, "Air Force HUMINT Highlights," was distributed to the field.

12-14 [REDACTED] AFIS OL-AF hosted the fourth semi-annual Space Intelligence Conference.

[REDACTED] In June, the Directorate of Intelligence Reserve Forces proposed to the Directorate of Soviet Affairs that a Soviet Awareness Briefing Team within DTS 45 be established. By the end of 1984, the outlook for the project coming to fruition looked good.

JULY

12 [REDACTED]

16-19 [REDACTED] The AFIS inspector general conducted a Management Effectiveness Inspection of [REDACTED]

[REDACTED] In July 1984, five personnel from the Directorate of Soviet Affairs traveled on two separate tours to the Soviet Union.

AUGUST

21 August-  
4 September [REDACTED] The Directorate of Joint Services Support conducted Exercise RIDGE RUNNEK at Camp Dawson, West Virginia.

Deleted per 5 U.S.C. 552(b)(1)

Deleted per 5 U.S.C. 552(b)(1)

OCTOBER

- 1 By the start of FY1985, AFIS had to delete ten manpower positions.

1 The AFIS Operating Location F at Eglin AFB, Florida, was abolished, and its functions and resources were transferred to the Air Force Tactical Air Warfare Center of the Tactical Air Command.

16-18 The AFIS inspector general conducted a Management Effectiveness Inspection of [REDACTED]

18-19 The Mapping, Charting and Geodesy (MC&G) Division of the Directorate of Targets hosted and sponsored the first Air Force MC&G Conference at Dilling AFB.

[REDACTED]

In the latter part of the year, personnel from the Special Studies Division (INUU) participated in preparatory efforts for the SALTY DEMO demonstration of air base survivability techniques to take place at Spangdahler Air Base, Germany, 1985.

*Deleted per S.U.S.C. 252(b)(1)*

NOVEMBER

- 5 [REDACTED] The director of Manpower and Organization (DCS/M&P) concurred with the ACS/I's request to dual-hat the position of assistant for security and communications management (AF/INS) and the director of security and communications management (AFIS/INS).

14 [REDACTED] The new facilities for the Special Studies Division (INUH) were officially opened. During the year INUH had absorbed the INOP functions and was consolidated at the NPIC.

14-15 [REDACTED] The ESAA Commanders' Conference was held.

14-16 [REDACTED] The Directorate of Targets conducted the winter meeting of the Joint Munitions Effectiveness Manual Air-to-Surface Operational Users Working Group at the Naval Air Station, Fallon, Nevada.

[REDACTED] In November, the ACS/I designated a team to implement the AF/IN-AFIS reorganization, based on the recommendations from the AFIS Management Survey. On 6 December, the implementation team was disbanded.

[REDACTED] In November, the HUMINT Liaison Group (INOH) was reestablished.  
[REDACTED]

## DECEMBER

- 1 [REDACTED] The positions of director and deputy director of Security and Communications Management (AFIS/INS) were dual-hatted on the Air Staff as assistant and deputy assistant for Security and Communications Management (AFIS/INS).
- 2 [REDACTED] AF/IN-EGL was disestablished, and the billets and personnel were realigned to AFIS under INOL, the new Long Range Estimates Division.
- 10 [REDACTED] The ACS/I directed the DACS/I to have AFIS planners contact AFCC and begin to design an information systems organization which satisfied the requirements of PAD 84-1.
- 19 [REDACTED] The revised DOD Directive 1300.7, "Training and Evaluation Measures Necessary to Support the Code of Conduct" was issued.
- 21 [REDACTED] The Directorate of Joint Services Support distributed to each of the military services the "Requirements for Level B and Level C Training in Support of the Code of Conduct."
- 26 [REDACTED] The commander of the 1947th HSG concurred with the ACS/I's proposal for designating the ACS/I as the AFIS commander and the DACS/I as the AFIS vice commander. Approval was for a six-month trial period, effective 31 January 1985.
- 31 [REDACTED] The Directorate of Intelligence Reserve Forces managed 1,365 reservists: 1,307 assigned and 58 attached for training. This represented 71 percent manning of the authorized strength (84 percent officer and 45 percent enlisted) of 1,911 positions.

[REDACTED] In December, the move of the Directorate of Soviet Affairs from Building 520 to Building 1304 on Bolling AFB was nearly complete.

[REDACTED] In December, the Directorate of Intelligence Reserve Forces received approval to convert existing active duty positions within the directorate to USC 678 positions.

[REDACTED] In December, the 1984 HUMINT S&T Workshop was held at Detachment 22, AFSAC.

DURING THE YEAR:

[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED] There were 25,923 people who attended the briefing presented by the Directorate of Soviet Affairs at 49 bases.

[REDACTED] In coordination with the Headquarters USAF and the Air Force Manpower and Personnel Center, the Directorate of Attaché Affairs nominated thirty-five officers to the DIA for service in the Defense Attaché System.

[REDACTED] The Directorate of Security and Communications Management inspected all major command SCI security management offices. Seventy SCIFs were inspected, representing 27 percent of USAF SCIFs. As of December, there were 280 SCIFs accredited, 47 of which belonged to contractors.

[REDACTED] The Directorate of Security and Communications Management supported two CURONA Conferences.

[REDACTED] The Directorate of Intelligence Reserve Forces established two new remote flights.

■ The Directorate of Intelligence Reserve Forces scheduled over 2,400 annual and special tours. The 21,720 man-days committed to these tours equated to approximately 60 man-years of active force support and training.

■ Throughout the year, the Directorate of Personnel publicized intelligence training programs available to intelligence analysts and managers.

■ AFIS personnel experienced seven reportable safety mishaps.

■ Detachment 32, PSAA, was awarded the Air Force Organizational Excellence Award.

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CHAPTER I  
MISSION, ORGANIZATION, AND COMMAND

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## MISSION, ORGANIZATION, AND COMMAND AIR FORCE INTELLIGENCE SERVICE

### MISSION

[REDACTED] The overall mission of the Air Force Intelligence Service (AFIS) was to provide specialized intelligence and intelligence services to Headquarters, United States Air Force (USAF) and USAF commanders worldwide. AFIS directed and conducted designated intelligence collection activities, processed and disseminated intelligence and intelligence information, and conducted programs designed to ensure that the Air Force was provided with intelligence systems.<sup>1</sup>

#### Background on Mission Concept

[REDACTED] The National Security Act of 1947, as amended, empowered the departments of the government to collect, evaluate, correlate, and disseminate departmental intelligence. Department of Defense (DOD) Directive 5100.1 (AFR 55-43) directed the Air Force to provide an organization capable of furnishing adequate, timely, and reliable intelligence for the Air Force and to furnish intelligence for use within the DOD. AFIS was a major element of the Air Force intelligence organization established to satisfy these responsibilities.<sup>2</sup>

### ORGANIZATION

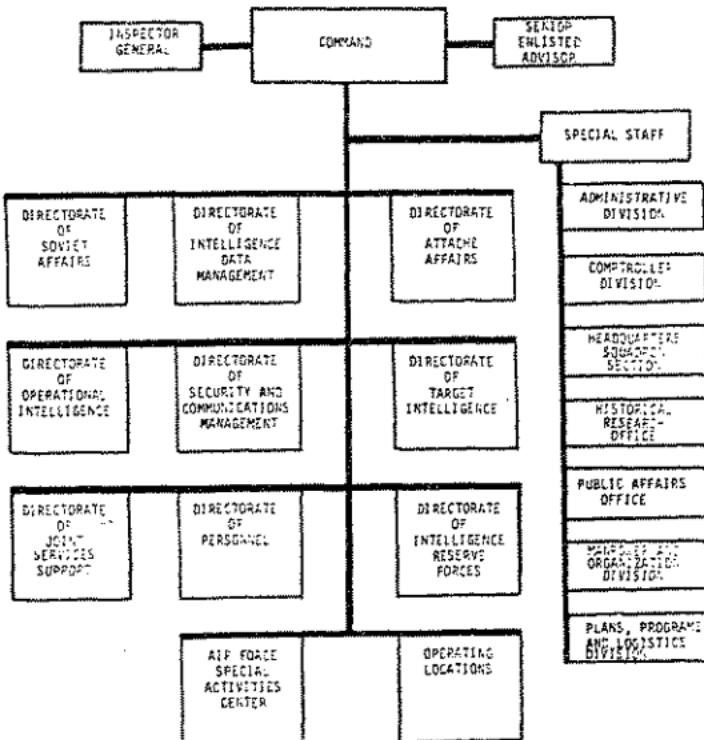
[REDACTED] As of 31 December 1984, the AFIS organization consisted of 1) a command element with an inspector general and a senior enlisted advisor, 2) nine directorates, 3) seven special staff units, 4) the Air Force Special Activities Center (AFSAC), and 5) five operating locations.

[REDACTED] In April 1984, the Logistics Division of the Special Staff was abolished, as it was absorbed as a new branch within the newly designated Plans, Programs and Logistics Division.

[REDACTED] Effective 1 October 1984, the Operating Location (OL) -F at Eglin AFB, Florida, was abolished, and its functions and resources were transferred to the Air Force Tactical Air Warfare Center of the Tactical Air Command.

[REDACTED] Of the subordinate AFIS units, the Air Force Special Activities Center continued to be the largest, consisting of three types of subordinate elements: special activities areas, detachments, and operating locations.

### AFIS ORGANIZATION CHART (U)<sup>3</sup>



### AFIS and AF/IN Relationship

█████ AFIS units continued to operate in an interrelated role to the Headquarters, USAF, Office of the Assistant Chief of Staff, Intelligence, which was commanded by a major general who was the assistant chief of staff, intelligence (ACS/I).<sup>4</sup> His office (AF/IN) consisted of a command element, the Directorate of Estimates (INE), the Directorate of Intelligence Plans and Systems (INY), and an Assistant for Joint Matters (INJ).<sup>5</sup>

█████ The commander of AFIS (AFIS/CC) was a brigadier general who was also the deputy assistant chief of staff, intelligence (DACS/I).<sup>6</sup> The ACS/I and the AFIS/CC were collocated in the Pentagon and were serviced by the same administrative support personnel and equipment. The vice commander of AFIS was a colonel whose office was located in the AFIS compound at Fort Belvoir, Virginia. Two AFIS directorates were functionally subordinate to the two AF/IN directorates: the AFIS Directorate of Intelligence Data Management (IND) to the AF/IN Directorate of Intelligence Plans and Systems (INY), and the AFIS Directorate of Operational Intelligence (INO) to the AF/IN Directorate of Estimates (INE). In varying degrees the AFIS directorates provided direct service to both AF/IN and AFIS, as did the AFIS Special Staff.

### PERSONNEL

#### Key Personnel

█████ Throughout the year, Maj. Gen. James C. Pfautz continued to be the assistant chief of staff, intelligence (ACS/I). Brig. Gen. Paul H. Martin continued as both the deputy assistant chief of staff, intelligence (DACS/I) and the commander of AFIS. Col. William B. Sherman continued as the AFIS vice commander, and Col. Nick Yankowski continued as the commander of the Air Force Special Activities Center (AFSAC). Col. Charles R. Piver replaced Col. William F. Bale as the AFSAC vice commander. Also, Chief Master Sergeant Richard H. Gantzler continued as the AFIS senior enlisted advisor.

#### Manning Strength

█████ For fiscal year 1985 (October 1984 - September 1985) the AF/IN-AFIS manpower authorizations were as follows:<sup>7</sup>

	<u>AF/IN</u>	<u>AFIS</u>	<u>TOTAL</u>
OFFICER	100	345	445
ENLISTED	17	309	326
CIVILIANS	43	222	265
TOTAL	160	876	1,036

BUDGET

O&M and Investment Funds

The operations and management (O&M) budget for FY1985 continued a trend of increased O&M funding over the last five years:<sup>9</sup>

AFIS BUDGET

	<u>FY81</u>	<u>FY82</u>	<u>FY83</u>	<u>FY84</u>	<u>FY85</u>
<u>O&amp;M BUDGET</u>					
	\$36M	\$40M	\$43M	\$106M	\$125M

Over the last four years, AFIS investment funds (3080) were as follows:

INVESTMENT (3080)

$$\$125K + \$260K + \$1,375K + \$600K$$

Programs Funded

AFIS funding for FY1985 was distributed among the following programs:<sup>10</sup>

<u>AFIS UNITS</u>	<u>AFSAC UNITS</u>	<u>IN SPECIAL PROJECTS</u>
COMMAND SECTION - IG - CMS	HQ - Ft. Belvoir HQ - ISAA HQ - PSAA	Command Section ICF*(+Other MAJCOMs/ SOAs) CHECK ISLAND
SPECIAL STAFF - AC - MO - XP - DA - CCQ - HQ - PA	8 Detachments 12 Operating Locations	COBRA EAR COBRA JUDY IDHS**(+Other MAJCOMs/SOAs) SOFTCOPY NISSTR** OT&E for EW DALASP** QA** INE - History & Special Studies
<b>DIRECTORATES</b> IND - Intel Data Mgt INT - Targets INO - Operational Intel INS - Security & Comm INH - Attache Affairs INU - Joint Svcs Support INC - Soviet Affairs RE - Intel Reserve Forces DP - Personnel		

\*ICF, Intelligence Contingency Funds

\*\*IDHS, Intelligence Data Handling System; NISSTR, National Intelligence System to Support Tactical Requirements; DALASP, Defense Advanced Language and Area Studies Program; 2A, Quality of Analysis Program.

#### AFIS MANAGEMENT SURVEY

For most of the year, an AFIS Management Survey was underway, headed by the ACS/I's special assistant, Maj. Gen. John S. Patton, USAFR, retired. By November, the survey had resulted in significant proposals for reorganizing AF/IN and AFIS. By year's end, some of the key elements of the reorganization plan were implemented, some were discarded, and some still were actively being considered.

#### Survey Team and Method

On 7 February 1984, Maj. Gen. Pfautz, the ACS/I, announced to all AF/IN and AFIS elements that he was conducting a "management survey" of the Air Force Intelligence Service. The ACS/I stated, "The purpose of this effort is to take an in-depth look at AFIS, with emphasis on the functions and responsibilities of the various directorates and other key entities. I visualize this survey primarily as a management analysis rather than a tool for reorganization." The ACS/I further stated that his staff assistant, Maj. Gen. Patton, would head the survey team. He

informed the AF/IN and AFIS elements that John S. Patton had conducted similar analyses at HQ CINCPAC, where he examined the Intelligence Center, Pacific, and at the 544th SIW at HQ SAC.<sup>11</sup>

The survey team originally consisted of John Patton and two officers from AF/INY, Maj. John S. Dolan and Capt. Kevin Thiesen. Col. William B. Sherman, the AFIS vice commander worked directly with the team, as did Colonel O'Brien and Lt. Col. Lancaster.<sup>12</sup>

\*NISSTR, National Intelligence System to Support Tactical Requirements; DALASP, Defense Advanced Language and Area Studies Program; QA, Quality of Analysis Program.

The survey lasted from February to October 1984. John Patton or a team representative talked with over fifty key personnel in AF/IN and AFIS. They also studied the way the Army and Navy organized their intelligence activities. By October, the survey team had formulated general observations about the AFIS organization and functions and had also formulated reorganization proposals to improve the AF/IN-AFIS organizational structure.<sup>13</sup>

#### Findings and Reorganization Proposals

On 2 November, Maj. Gen. Patton presented a briefing for the commanders of AFIS and AF/IN directorates concerning 1) major findings during the management survey and 2) proposed AF/IN-AFIS organizational changes. In part, he presented the major findings as follows:

##### **AFIS FRACTURED ORGANIZATION FROM OUTSET**

- Organized in Haste
- Command Rank Shifts
- Not a True Command
- Limit on Air Staff Billets
- Uniqueness of AF/IN - AFIS

##### **DIVERSITY: SUBSTANCE AND LOCATION**

- Excessive Span of Control
- Independent Fiefdoms
- Lack of Communication and Coordination
- Six Categories of AFIS Entities

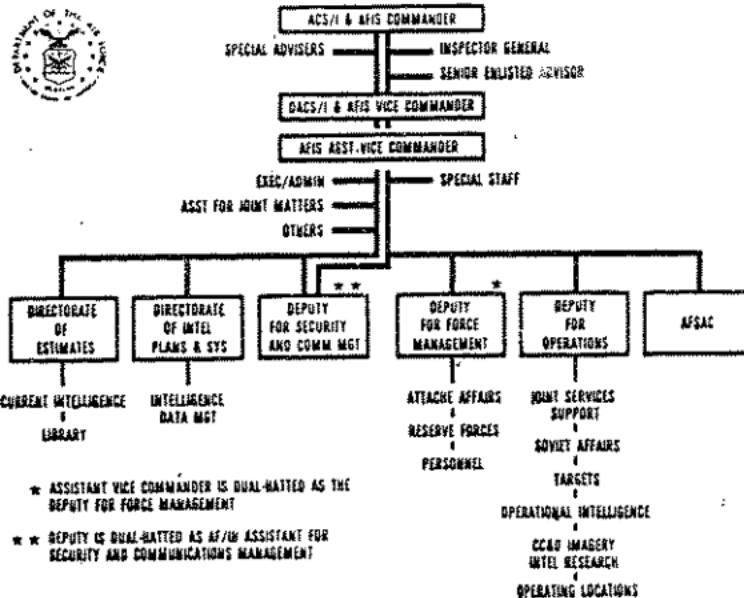
##### **AF/IN - AFIS RELATIONSHIP**

- Policy vs. Management and Support
- Need for Effective Dual Hatting
- Key Perceptions
- AFSAC - AFIS Roles
- Belvoir Syndrome

EVERYBODY IN PERSONNEL BUSINESS  
 AIR STAFF BOARD MEMBERSHIP IMPACT  
 NEED FOR CONTINUITY

For the most part, the findings highlighted negative aspects of the AF/IN-AFIS organization. To correct these negative aspects, Maj. Gen. Patton recommended a new AF/IN-AFIS organizational structure. The proposed organization was as follows:

PROPOSED ORGANIZATION



### Main Features of Reorganization

■ The main features of the proposed organization were:

■ 1. Reduce the ACS/I's unwieldy span of control over the AF/IN-AFIS organization.

■ 2. Designate the ACS/I the commander of AFIS, giving the ACS/I an AF/IN "hat" and an AFIS "hat", thus dual-hatting him.

■ 3. Dual-hat the DACS/I as the AFIS vice commander - he had been the commander.

■ 4. Designate the AFIS vice commander as the AFIS assistant vice commander.

■ 5. Establish a Deputy for Operations, which included the Directorate of Joint Services Support (INU), the Directorate of Soviet Affairs (INC), the Directorate of Targets (INT), CC&O Imagery (INOA, INOP), Intelligence Research (INOI), and the Operating Locations.

■ 6. Establish a Deputy for Force Management, which included the Directorate of Attaché Affairs (INH), the Directorate of Intelligence Reserve Forces (RE), and the Directorate of Personnel (DP).

■ 7. Dual hat the AFIS assistant vice commander as the Deputy for Force Management. Designate AF/INYX as having Air Staff policy oversight for Force Management.

■ 8. Dual hat the director and deputy director of the newly established Deputy for Security and Communications Management (INS) as the AF/IN assistant for security and communications management.

### Changes Implemented

■ After the Patton briefing of 2 November, some of the proposed changes to the AF/IN-AFIS organization were on the way to being quickly accomplished.

#### AF/IN-AFIS Dual-Hatted

■ On 5 November 1984, the director of Manpower and Organization, DCS/M&P, concurred with the ACS/I's request of 12 October 1984 to dual-hat the position of assistant for security and communications management (AF/INS) and the director of security and communications management (AFIS/INS).<sup>14</sup>

[REDACTED] In part, the justification for the dual-hatting arrangement was as follows:<sup>15</sup>

[REDACTED] Within AFIS, the Directorate of Security and Communications Management (AFIS/INS) has mission responsibility for management of the Air Force SCI security program and the Air Force Special Security Office (SSO) system. Operating/support functions performed by this directorate are properly assigned at the SOA level. However, AFIS/INS has no counterpart within the existing AF/IN structure. As a result, the Director and Deputy Director of AFIS/INS must regularly perform Management Headquarters/Air Staff related functions on behalf of the ACS/I. This situation creates serious problems in relationships with the Intelligence Community, HQ USAF, and Air Force activities. AFIS personnel cannot effectively represent the ACS/I and the Air Staff on such matters while organizationally assigned to a subordinate level.

[REDACTED] The solution is to establish a Security and Communications Management element within AF/IN. I am prepared to identify the necessary headroom trade-offs but duplication of management positions between AF/IN and AFIS is neither cost effective nor practical in terms of trying to separate existing management functions. What I propose is a dual-hatting arrangement. An "Assistant for Security and Communications Management" element (AF/INS) would be established within AF/IN, consisting of two positions -- one O-6 and O-5. These same two positions would be dual-hatted to AFIS/INS so they could continue to fulfill their operating management responsibilities. The Security Program is a high visibility, extremely sensitive area and this action will satisfy the pressing requirement for INS's key positions to have proper Air Staff credentials.

#### ACS/I and DACS/I Dual-Hatted

[REDACTED] On 19 November 1984, the ACS/I requested that the commander of the 1947th Headquarters Support Group (HSG) approve the proposal to designate the ACS/I as the AFIS commander and to designate the DACS/I as the AFIS vice commander on a six-month trial basis, effective 31 January 1985. The request was made to the 1947th commander on the advice of the AF/MPMPO and the 1947 HSG/MMO representatives.<sup>16</sup>

[REDACTED] In making the request to have himself dual-hatted, the ACS/I stated:<sup>17</sup>

[REDACTED] AFIS because of its highly specialized mission and worldwide Intelligence support role, is required to function under the close technical direction and control of the principal Air Staff Intelligence Officer, the ACS/I. This special relationship is institutionalized under a dual-hatting arrangement, one where command of the AFIS is exercised from within AF/IN. Currently, Brig. Gen. Martin, the Deputy ACS/I, is dual-hatted as the AFIS Commander. This arrangement worked well until this past year when AF/IN was added to the Air Staff Board (ASB) as a voting member. General Martin, who represents AF/IN on the ASB, has had to devote more and more of his time to Board business -- obviously a priority matter. As a result, it's necessary that we refine the existing AF/IN-AFIS dual-hatting arrangement.

[REDACTED] On 26 December 1984, the commander of the 1947th HSG concurred with the ACS/I's proposal for dual-hatting himself and the DACS/I.<sup>18</sup>

#### Implementation Team

[REDACTED] By 19 November, the ACS/I had designated a team to implement the AF/IN-AFIS reorganization, consisting of the AFIS vice commander as chairman, five other primary members, and four adjunct members. The ACS/I approved an "Implementation Team Charter," which directed that the implementation would be completed by 31 January 1985.<sup>19</sup>

[REDACTED] From mid-November through the first week of December, the implementation team worked diligently to identify all required implementation actions, designate offices of primary responsibility for the completion of those actions, establish milestones, monitor progress, and take other steps as appropriate to insure a smooth and orderly transition.<sup>20</sup>

#### Implementation Partially Halted

[REDACTED] In the meantime, the heads of the AF/IN and AFIS directorates considered the impending reorganization, and some responded to it with suggestions for improving the reorganization plan. They had been discussing the plan even prior to General Patton's 2 November briefing, had had lengthy discussions with Patton or his representatives, and continued to discuss the plan after it was "officially" briefed on 2 November.

[REDACTED] As a result of all the reassessment activity going on regarding the reorganization on 6 December 1984, Colonel Sherman, the implementation team chairman, made an announcement to the implementation team members that was both significant and somewhat

anticipated. He told them that the ACS/I had placed the AF/IN-AFIS reorganization effort in a "hold" status, and that the implementation team was being disbanded.<sup>21</sup>

#### Opposition to Proposed Reorganization

Because Colonel Sherman was the AFIS vice commander and implementation team leader, he was in a good position to watch as implementation activity came to a halt. In reflecting upon why the original reorganization plan of 2 November was not implemented, he stated, "Much to General Pfautz's surprise people were 'pinging' on him from every direction about why this doesn't work or why that doesn't work, why that's a bad idea, etc." Colonel Sherman continued, "In the words the ACS/I used to me one day about the 'pinging,' he said, 'I felt like I need a tin hat.'<sup>22</sup>

Colonel Sherman identified the influential criticism and resistance as coming from five sources: the Directorate of Attaché Affairs (INH), the Directorate of Intelligence Reserve Forces (RE), the Directorate of Targets (INT), the Directorate of Estimates (INE), and the Directorate of Intelligence Plans and Systems (INY). The main criticisms of the reorganization plan centered on the heart of the plan: 1) the proposed Deputy for Force Management (FM) and 2) the proposed Deputy for Operations (OO). The establishment of the Deputy for Force Management caused concern for INH, RE, and INY. The establishment of the Deputy for Operations caused great concern for INT and INE.<sup>23</sup>

#### Opposition to FM

The Directorate of Attaché Affairs (INH) opposed the rapid establishment of the Deputy for Force Management, because of the disruption and turmoil it would cause as it drew heavily upon the personnel from AFIS and AF/IN to fill FM's seventeen personnel spaces. The INH directorate suggested spaces be obtained through the slower POM process, and in the meantime, a cadre from three to five personnel be formed to perform the groundwork necessary for the establishment of FM.<sup>24</sup>

According to Colonel Sherman, the Directorate of Intelligence Reserve Forces (RE) perceived its incorporation into the new Deputy for Force Management as a loss of clear-cut RE identity and a loss of central point of contact for the reservists across the country. The INY directorate saw the establishment of AFIS/FM as involving a transfer of some functions from INY to AFIS, which appropriately belonged at the Air Staff level.<sup>25</sup>

### Opposition to DO

Also according to Colonel Sherman, the INT directorate perceived its incorporation into the Deputy for Operations as an organizational step backwards, since INT had just recently acquired directorate status within AFIS. The INE directorate objected to the Deputy for Operations when it looked as if the head of the new Deputy for Operations would be a colonel with Air Staff experience from INE, whose rapid departure would degrade the performance of the INE mission. Also, two divisions, INOA and INOL, were to be functionally reorganized from INO which was functionally responsible to INE. The commander of INE stated, "You can reorganize INO, but I'm going to task directly to those people."<sup>26</sup>

### Manpower Cuts

A major difficulty also besetting the reorganization activity was that AFIS was forced to cut ten manpower positions by the end of fiscal year 1985. In the process of reorganizing, directorates were asked to consider manpower cuts and respond to the AFIS vice commander with explanations of how the manpower cuts would affect the directorates' mission. According to the vice commander, "Undermining the reorganization effort, too, was a fact that by the end of this fiscal year, AFIS had to take a manpower cut of about ten spaces. So in the process of trying to force the reorganization, I also tried to find those ten spaces from somewhere. It was kind of adding the extra straw. 'Hey, not only are you taking my function away, you are going to try to do it with less people.' It really was too big of a bite to swallow."<sup>27</sup>

### Force Management Resuscitated

The proposal for the Deputy for Operations was laid to rest quite easily. The Deputy for Force Management, however, was a concept and proposal that would not pass quietly away. On 20 December 1984, Lt. Col. Lancaster of AF/INYR prepared a staff summary sheet on the establishment of an "AF/IN Force Management Activity." The proposal and staff summary sheet was given wide circulation for coordination and comment. In part, the proposal stated:<sup>28</sup>

During the recent AFIS management review, General Patton's study group recommended formation of an AF/IN Force Management Directorate within AFIS which would consolidate on-going AFIS personnel activities and execute Air Force Intelligence force management, training and career development activities. The proposal recognizes that establishment of such an organization has significant long term benefits for Air

Force Intelligence. The proposal also recognizes that development of Air Force-wide policy and priorities for this function would remain an Air Staff function based on direction from the ACS/I.

■ Additional review of staff comments regarding this proposal led to a decision by the ACS/I to postpone the consolidation of personnel functions presently performed by AFIS/DP, AFIS/INH, and AFIS/RE into a new organization. However, the establishment of a force management activity responsible for execution of AF/IN policy and monitoring on-going force development, training and career enhancement for the Air Force Intelligence community remains a viable recommendation.

■ We believe the new force management activity should be implemented as an AFIS directorate reporting directly to the AFIS Assistant Vice Commander (current Vice Commander position). The scope of execution responsibilities of the new directorate will be closely related to intelligence career development and training policy developed by INYX. Much tasking for development and execution of the intelligence force data base will derive directly from the ACS/I. However, these actions will also be related to policy and programmatic functions which reside in INYX. Exact procedures for implementing/executing policy and tasking and for maintaining proper organizational relationships will be addressed in an implementation plan and the development of necessary mission documents (regulations/SOPs/etc).

■ We believe the initial cadre for an organization responsible for the functions described at Attachment 1 can be formed from existing AF/IN - AFIS resources without affecting current operational activities. The final size and configuration of the organization can evolve based on the development of a charter, documentation of responsibilities and analysis of the projected workload necessary to perform the functions. In addition to assuming responsibility for many on-going activities, the initial cadre would be charged with the development of the revised regulations required to implement its activity, developing position descriptions, and recommendations required to implement its activity, developing position descriptions, and recommending the final size of the activity. These items would be fully staffed within AFIS - AF/IN and the Air Staff prior to implementation.

■ By 31 December, the AF/IN and AFIS directorates were still considering the latest Force Management proposal.

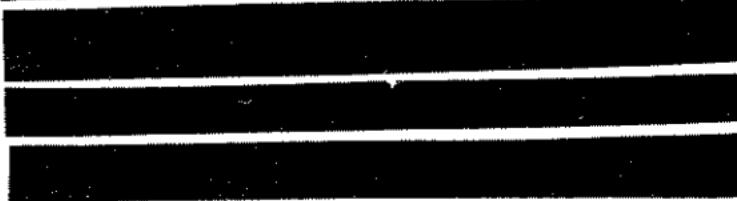
Year-End Results

[REDACTED] The year ended without the "heart" of the reorganization plan being implemented, that is, without the establishment of the Deputy for Force Management and the Deputy for Operations. Only the former was still a viable proposal.

[REDACTED] In 1984, the management survey and the reorganization did accomplish the following:

1. Approval to dual-hat ACS/I as the AFIS commander
2. Approval to dual-hat DACS/I as the AFIS vice commander
3. Approval to dual-hat AFIS/INS - AF/INS
4. Decision to designate an AFIS assistant vice commander

SECURITY WORKING GROUP



As a result of the security survey, the AFIS vice commander established an Information/Physical Security Working Group, chaired by Colonel Piver, the AFISAC vice commander, to develop specific recommendations on physical security, including cost data, impact statements, and required action items. Membership on the group consisted of representatives from AFIS/RE, INX, DP, UA, AC, XPL and AFISAC/INO, INX, and Det 21.31

The security working group met in October, and prior to the meeting a detailed survey of the physical lay-out of each building in the compound was underway.<sup>33</sup> Shortly after the meeting, the reserved parking signs were changed to a numbered system, and large fence signs identifying the AFIS compound were removed.

By the end of the year, Colonel Piver's working group had made headway in accomplishing the group's mission.

**PROPOSED LAND SALE**

In February, as a tangent to the terrorist threat considerations, the AFIS vice commander responded to Army officials at Fort Belvoir concerning the proposal to sell the parcel of land between U.S. Route 1 and the AFIS compound. The vice commander requested that the land remain under control of the

18

federal government. He also identified the AFIS resources at a limited Priority C level, AFR 207-1, which required the ability to maintain a reasonable means of intercepting and neutralizing a covert intrusion into the area.<sup>34</sup>

[redacted] The vice commander explained the following:

[redacted] Previously, because of the internal security considerations, the current minimum public awareness, and practically non-existent public traffic near the compound which allows us to maintain a low profile, we have not felt a compelling need to employ the additional security measures of armed guards at entry points. If, however, the subject parcel of land was no longer under the direct control of the Federal Government, we would be required to reassess the threat to our security, and higher levels of security would have to be employed to ward off the increased possibility of pilferage, vandalism, and the increased probability of being directly targeted for espionage. An upgrade to the Priority B Resource level would almost assuredly be a necessity requiring positive access control to our area.<sup>35</sup>

[redacted] By the end of the year, the proposal to sell the parcel of land was no longer being actively considered by the Army officials at Fort Belvoir.

#### INSPECTOR GENERAL

##### MISSION

[redacted] The Office of the Inspector General (IG) was responsible to the AFIS commander for the optimum effectiveness of the USAF inspection, safety, investigation, and complaint programs within AFIS. It reported directly to the commander the management effectiveness of individual units and command-wide functions, as observed during inspections. It also acted as the management advisor for all command level activities.<sup>36</sup>

##### Personnel

[redacted] On 26 November 1984, Lt. Col. William R. Burton replaced Lt. Col. G. Wayne Burridge, who retired from the Air Force. Lt. Col. Burton was previously assigned to the AFIS Directorate of Security and Communications Management, Pentagon. On 15 December, Maj. James C. Jacoway assumed responsibility as an AFIS inspector, replacing Maj. Raymond C. Compton, who left the IG office on 30 July to retire from the Air Force. The administrative NCOIC continued to be SSgt Edward C. Colding.<sup>37</sup>

Inspections

## Management Effectiveness Inspections

[REDACTED] Management Effectiveness Inspections (MEIs) were conducted at AFIS subordinate organizations every eighteen to twenty-four months. These inspections, conducted according to AFR 123-1, "The Inspection System," examined all aspects of the activity's function. This included inspecting organizational leadership and management as they were reflected in mission and functional area performance, installation support, "people" programs, service to users, and compliance with directives. During 1984, MEIs were conducted at the following locations (the ratings indicated were for "overall management"):38



Deleted per 5 U.S.C. 552(b)(5)

## Intelligence Oversight Inspections

[REDACTED] The AFIS/IG monitored intelligence oversight to ensure that AFIS complied with Executive Order 12333, "United States Intelligence Activities." The inspector general performed this task during Management Effectiveness Inspections by observing unit activities governed by 1) Executive Orders, 2) Department of Defense Regulation 5240.1-R, "Procedures Governing Activities of DOD Intelligence Components That Affect United States Persons," 3) AFR 123-3, "Intelligence Oversight," and 4) AFR 200-19, "Conduct of Intelligence Activities."44

[REDACTED] During 1984, the AFIS/IG conducted oversight inspections during each of the five MEI inspections. [REDACTED]

[REDACTED] Each quarter the IG prepared reports of oversight inspection activities and forwarded them to HQ Air Force Inspection and Safety Center/IGQ1, Norton AFB, California, in accordance with AFR 200-19, "Conduct of Intelligence Activities." These reports listed current activities and proposed future inspections.<sup>45</sup>

#### Over-the-Shoulder Inspections

[REDACTED] Over-the-Shoulder Inspections (OTSI) were inspections performed by the AFIS/IG during an AFIS organization's self-inspection program. Evaluations included mission-oriented inspection standards, checklist utilization, and team management. The AFIS/IG performed OTSIs during 1984 at the following AFIS elements and made the following overall ratings:<sup>46</sup>

1. [REDACTED], 5-6 January 1984 - The inspector was Maj. Raymond Compton, and the overall rating was [REDACTED].

2. [REDACTED], 28-29 February 1984 - The inspector was Maj. Raymond Compton, and the overall rating was [REDACTED].

3. [REDACTED], 14 March 1984 - The inspector was Lt. Col. C. Wayne Burridge, and the overall rating was [REDACTED].

4. [REDACTED], 30-31 May 1984 - The inspector was Maj. Raymond Compton, and the overall rating was [REDACTED].

5. [REDACTED], 15 May 1984 - The inspector was Lt. Col. C. Wayne Burridge, and the overall rating was [REDACTED].

6. [REDACTED], 6 June 1984 - The inspector was Maj. Raymond Compton, and the overall rating was [REDACTED].

7. [REDACTED], 28 June 1984 - The inspector was Lt. Col. C. Wayne Burridge, and the overall rating was [REDACTED].

8. [REDACTED], 12 July 1984 - The inspector was Lt. Col. C. Wayne Burridge, and the overall rating was [REDACTED].

9. [REDACTED], 17 July 1984 - The inspector was Maj. Raymond Compton, and the overall rating was [REDACTED].

10. [REDACTED] 14 August 1984 - The inspector was Lt. Col. C. Wayne Burridge, and the overall rating was [REDACTED]

#### FW&A Prevention Activities

[REDACTED] During the year, AFIS/IG implemented within the compound, AFR 123-2, "Air Force Fraud, Waste, and Abuse (FW&A) Prevention and Detection." In conjunction with this program, AFIS/IG publicized FW&A information to all AFIS elements. The office sent monthly reports on AFIS FW&A prevention activities to HQ AFIS/CXN, Norton AFB, California, and later to HQ USAF/IGO, according to command directives.<sup>57</sup>

[REDACTED] During 1984, AFIS/IG conducted five FW&A conferences in conjunction with Management Effectiveness Inspections of subordinate AFIS organizations. [REDACTED]

[REDACTED] AFIS/IG investigated four instances of suspected FW&A involving AFIS elements; however, none of the allegations were substantiated. The general subjects of the four FW&A allegations were:

[REDACTED]

#### Ground Safety

[REDACTED] The AFIS inspector general was charged by the AFIS commander to manage all aspects of the AFIS command-wide ground safety program. This included the implementation of AFR 127-2, "The U.S. Air Force Mishaps Prevention Program," AFR 127-4, "Investigating and Reporting U.S. Air Force Mishaps," and AFR 127-12, "Air Force Occupational Safety and Health Programs." In addition, the inspector general prepared seasonal safety letters and messages and distributed ground safety information to all AFIS elements. The IG maintained close coordination with the safety offices at Bolling AF, Fort Belvoir, and the Pentagon.<sup>60</sup>

[REDACTED] During 1984, AFIS suffered the following reportable mishaps:<sup>61</sup>

TYPE OF INJURY	INJURY/DAMAGE	DAYS LOST	COST
Col. injured working with power tools, off-duty	Cut to right thumb and finger	9	\$1530

<u>TYPE OF INJURY</u>	<u>INJURY/DAMAGE</u>	<u>DAYS LOST</u>	<u>COST</u>
SSgt. injured playing racquetball, off-duty	Lower back strain	1	\$120
Lt. Col. injured playing softball, off-duty	Hyper-extended leg and strain to left thigh	5	\$850
Maj. injured working on patio, off-duty	Lower back strain	2	\$340
SSgt. injured playing basketball, off-duty	Left ankle strain	2	\$240
MSgt injured in vehicle accident, off-duty	Multiple injuries: bruises, cuts, sprained foot, broken ankle	25	\$3000
Maj. injured in fall on ice, off-duty	Broken right leg	21	\$3570

Complaints and Inquiries

[REDACTED] The inspector general investigated numerous complaints during the year, and these were of a privileged and personal nature. AFR 123-11 governed the Inspector General Complaint Program. The areas of complaint and inquiry included the following:

[REDACTED]

AFIS SENIOR ENLISTED ADVISOR

SEIP Panel

[REDACTED] CMSgt Richard H. Gantzler chaired the Senior Enlisted Intelligence Program (SEIP) panel on 3 February 1984. Twenty-five volunteer packages were submitted; however, the Military Personnel Center determined that seven were ineligible due to assignment restrictions. The panel considered grade, time in service, breadth and depth of experience in intelligence, professional military education, college grades, airman performance ratings, and the assignment limitations or restrictions the individuals

stated in their volunteer statements. Five primaries and two alternates were nominated from the field of eighteen. The Air Force had a quota of five for the course.<sup>63</sup>

#### CMSAF Selection Procedures

Also in February, Chief Gantzler surveyed all the chiefs in AF/IN and AFIS about the draft proposal from the chief master sergeant of the Air Force (CMSAF) concerning CMSAF selection procedures. The major issue raised was with the mandatory in-residence requirement for USAF Senior NCO academy completion. After giving it long thought, the chief recommended that the in-residence requirement be retained.<sup>64</sup>

#### PME Allocations

In May, the chief informed AF/IN and AFIS personnel about why they had so few allocations for professional military education. He stated:<sup>65</sup>

We've had a bad couple years with few allocations. Things will be better next fiscal year, but that doesn't help make up for the people who have missed the opportunity. Here's how it happened: Since we don't have our own PME center we had to rely on other MAJCOMs to provide quotas. Neither we nor MPC had any leverage on the MAJCOMs to ensure we got a fair amount -- until this year. Now MPC has the clout and has used it to ensure we have equal opportunity. Our opportunity rate for FY85 is right on the mark. I think we can do even better, though, by keeping in close contact with our local PME centers and getting any slots opened by last-minute cancellations. SMSgt Ed Masek will represent us at the PME conference this summer and get to know the faces of the people who can do us some good in this area.

\*

#### TDYs

Throughout the year, Chief Gantzler made trips to Air Force intelligence organizations to learn about the working conditions, living conditions, and concerns of the enlisted force. He also wanted to "show the flag" indicating, by his presence, a concern for the welfare of the enlisted force by the leadership in Washington. He made trips to various locations in CONUS, Europe, and the Pacific. Some of the topics he discussed and reported on were as follows: assignments; delays in receiving clearances; enlisted recognition; "renorming" general AQE scores for the 201

career field; maintenance of target folders; unchallenging jobs, airman performance ratings, and intelligence training courses.<sup>66</sup>

End of Tour Report

Chief Gantzler was scheduled to retire from the Air Force on 1 February 1985. On 31 December, he wrote his end-of-tour and end-of-career report. In his first item he stated the following to the leaders of AF/IN and AFIS:<sup>67</sup>

Leadership and communications: I am convinced that the people in the Air Force Intelligence Service and, in fact, the people throughout the Air Force respond in a positive way to leadership from you gentlemen. They respond, that is, if they know what it is you want and need. Therein lies the problem. Most often, the rank and file don't know what direction you are headed in; they don't get the word, or, when they do, it is garbled. The problem, as I see it, is that we have a very large communications gap below the director level. People aren't made to feel they are part of the overall organization. We have separate fiefdoms to which people belong.

Colonel Sherman, Major Yarc, MSgt Horne, and I have all tried to work that problem for you within AFIS by visiting the work centers and talking with the people. We have opened up some lines of communications, but others are still closed. I have tried to work some of the same problems from the Air Force Intelligence perspective. I met with a bit more success outside AFIS because I represented the ACS/I.

SOLUTION: CV, CCQ, CCF, and CMS should continue to move about the command. CMS should visit AF intelligence activities world wide. It should be emphasized (probably best handled in staff meeting and letter) that the CCQ, CCF, and CMS represent the AFIS commander and the ACS/I. Additionally, I recommend you consider having a quarterly commander's call for AFIS -- to include AFSAC.

The chief also discussed the need for a security specialist for AFIS, the enlisted/officer Christmas parties, and CMS office space in the front office. He concluded by saying, "I have received outstanding support from you gentlemen during my tenure."<sup>68</sup>



Brigadier General Paul H. Martin, Deputy Assistant Chief of Staff, Intelligence, and Commander of the Air Force Intelligence Service



Colonel William B. Sherman, Vice Commander of the Air Force  
Intelligence Service



Colonel Nick Yankowski, Commander of the Air Force Special Activities Center



Colonel Charles R. Piver, Vice Commander of the Air Force Special Activities Center



Major General James C. Pfautz, Assistant Chief of Staff,  
Intelligence



CMSgt Richard H. Gantzler, Senior Enlisted Advisor of the Air Force Intelligence Service



Aerial Photograph of the Air Force Intelligence Service Compound located at Fort Belvoir, Virginia.

CHAPTER II  
INTELLIGENCE OPERATIONS

DIRECTORATE OF OPERATIONAL INTELLIGENCE  
DIRECTORATE OF TARGETS

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## DIRECTORATE OF OPERATIONAL INTELLIGENCE

### MISSION

The Directorate of Operational Intelligence (AFIS/INO) provided the Air Force with all-source intelligence that pertained to or affected U.S. Air Force policies, resources, mission, or force deployment, on a worldwide basis. Some examples of the intelligence functions INO provided are the following: analysis of indications of potential hostile activities against the United States or its allies; analysis of current air operations; trends and implications of current worldwide developments; evaluation of aerospace related signals intelligence (SIGINT) to determine capabilities, vulnerabilities, and trends of foreign aerospace forces; liaison with the other services and DOD and non-DOD government agencies on matters that pertained to operational intelligence and SIGINT evaluation; and technical authority in intelligence matters related to operational support and defense analysis.<sup>1</sup>

### ORGANIZATION

The Directorate of Operational Intelligence (INO) was operationally responsible to the Directorate of Estimates (AF/INE), while the AFIS organization provided administrative support. At the end of the year, the INO directorate consisted of six units, five of which were divisions: 1) Special Studies Division (INOA), located at the Washington Navy Yard, 2) Long Range Estimates Division (INOL), located at Bolling AFB, 3) Intelligence Research Division (INOI), located in the Friendship Annex of the National Security Agency, near the Baltimore-Washington International Airport, 4) Aerospace Intelligence Division (INOZ), located at the Pentagon, 5) Audiovisual Presentation Division (INOU), located at the Pentagon and Fort Belvoir, and 6) Human Resources Intelligence (HUMINT) Liaison Group (INOH), consisting of just two staff members, located at Fort Belvoir.<sup>2</sup>

### REORGANIZATION ACTIVITY

During the year, the INO directorate experienced significant organizational changes. The Special Studies Division

\*The CY84 History for INOI is in Annex A to this history, an SCI annex, which is on file in the SCIF used by AFIS/HO. Also included are portions of the INOA and INOZ Histories.

(INOA) absorbed the Imagery Research Division (INOP). The reorganized INOA division consisted of three units: Administration, Imagery Support, and Denial and Deception. For the first part of the year, INOA was split into two geographical locations. The imagery analysts were situated on the fifth floor of the National Photographic Interpretation Center (NPIC) at the Washington Navy Yard, and the non-imagery personnel were located in Building 520, Bolling AFB. In September, the organization was physically united as both elements occupied new spaces on the NPIC first floor. The new INOA area was officially opened 14 November 1984.<sup>3</sup>

Effective 1 December 1984, AF/INEGL was disestablished, and the billets and personnel were realigned to AFIS under INOL, the new Long Range Estimates Division. The duty location of INOL remained at Bolling AFB.<sup>4</sup>

During April 1984, the Visual Display Branch (INOZD) was reorganized and renamed the Audiovisual Presentations Division (INOV) and organized into three branches, one located at Fort Belvoir and two at the Pentagon. One of the Pentagon branches was devoted principally to the ACS/I's morning Current Intelligence Briefing. The reorganization allowed INOV to add five additional personnel to its staff, two civilian positions at grade GS-11 and three military E-6 positions. The additional billets were in accordance with the ACS/I's initiatives to reconstruct his Current Intelligence Briefing and to support additional requirements from other Air Force commands.<sup>5</sup>

On 3 August 1984, the Aerospace Intelligence Division (INOZ), which had lost the INOZD Graphics Branch when it became the INOU division, created a new branch, Executive Intelligence (INOZE).<sup>6</sup> Thus, INOZ continued to be composed of three branches: Briefing Branch (INOZA), Intelligence Watch (INOZC), and Executive Intelligence (INOZE).<sup>7</sup> The rationale for the creation of INOZE was as follows:<sup>8</sup>

In September 1983, the ACS/I directed the publication of a new daily intelligence product -- the Air Force Intelligence Morning Highlights. INER tasked two personnel, a LTC/8075 and a Ssgt/702 to produce this new document. INE subordinated these personnel to the Regional Estimates Division (INER). These individuals were also given responsibility for developing and maintaining AF/IN-AFIS Threat Briefings to be given by the ACS/I, D/ACSI, and others in the AF/IN-AFIS hierarchy. It was soon evident neither the rank (LTC) nor the subordination to INER was appropriate for these tasks, and a captain was drawn from INOZA to replace the LTC. INTER is an analytical division, not usually

involved in the process of editing and disseminating intelligence products. Both individuals were resubordinated to INOZ, the division responsible for the production "process" and for producing AF/IN's key intelligence product, the Air Force Intelligence Daily. While the "Highlights" product and the Threat Briefing draw support from INOZA (Editing and Briefing Branch) and INOZC (Intelligence Alert Branch), and are logically the domain of INOZ, they are so unique in timing and design that their creation and maintenance require a separate organization. Personnel assets to create the branch will be drawn from existing INE billets: Maj 8075 UMD# 004583, Capt 8075 UMD# 005082 and SSgt 70250B UMD# 003965. Creation of the new branch will streamline directorate and division control over the new intelligence products; provide more appropriate authority for the author of these products, and facilitate assigning manpower to this important function.

In late November and December 1984, INOH, the HUMINT Liaison Group, was reestablished. It had been disestablished in 1983 when personnel assigned to it were assigned to other billets. The General Defense Intelligence Programs (GDIP), however, allowed for new personnel to fill the officer and enlisted slots which formed INOH.<sup>9</sup>

The INOH group was to provide an "interface" between AF/IN-AFIS analysts and the Air Force Special Activities Center (AFSAC). According to a draft memorandum of agreement between the commander of AFSAC and the director of Estimates (INE), the INOH was to do the following:<sup>10</sup>

- 1) Establish and maintain an Air Force HUMINT Orientation Program for AF/IN-AFIS
- 2) Assist AF/IN-AFIS analysts in writing and validating HUMINT collection requirements
- 3) Follow-up on requirements to ensure analysts needs are serviced
- 4) Arrange for AF/IN-AFIS analysts to participate in source debriefings when appropriate and operationally feasible
- 5) Coordinate analysts participation in HUMINT collection planning when required
- 6) Research HUMINT reporting for AF/IN-AFIS analysts and provide inputs to AF/IN-AFIS assessments via DIAOLS/COINS, other data bases, and direct interface with HUMINT collectors

- 30
- 7) Provide HUMINT collectors with AF/IN-AFIS analysts evaluations and assessments of HUMINT reporting
  - 8) Help AF/IN-AFIS analysts provide intelligence analysis and background information to aid in HUMINT collection planning
  - 9) Serve as an Air Force representative on the SEEK Analysis Group
  - 10) Serve as the Air Force focal point for ensuring that USAF MAJCOMs and Unified Commands have access to Air Force HUMINT reporting

#### PERSONNEL

##### Key Personnel

Col. Richard J. O'Lear continued as the director of the Directorate of Estimates (AF/INE), and Col. Charles G. Shankland continued as the deputy director. The AF/INE had operational control of the Directorate of Intelligence Operations. Lt. Col. Christopher Maniscalco, the head of the Special Studies Division (INOA), retired from the Air Force effective 7 May and was replaced by Lt. Col. Robert K. Tiernan. Lt. Col. William R. Hudson replaced Lt. Col. Richard L'Heureux as chief of the Aerospace Intelligence Division (INOZ). Lt. Col. Gerald Donovan was chief of the INOI division, having replaced Lt. Col. Charles T. Cheek. Lt. Col. Thomas Gmuuer replaced Lt. Col. Gary Potter as chief of the INOL division. Capt. Sherill A. Hutchenson was the last chief of INOP before it merged into INOA. Mr. Kenneth Caldwell was the chief of the new Audiovisual Presentation Division (INOV), having been the chief of the INOZD branch from 1972.<sup>11</sup>

##### Manning Strength

As of December 1984, the authorized strength of AFIS/INO was as follows:

##### AUTHORIZED\*

OFFICERS	35
ENLISTED	27
CIVILIANS	31
TOTAL	93

\*These figures do not include the AFIS billets in AF/INEG (AFIS/INOZBEG), AF/INEX (AFIS/INUZBEK), AF/INER (AFIS/INOZBER), or AF/INET (AFIS/INOZBET). They do include figures for AFIS/INOA, INOL, INOH, INOI, INOIA, INOIB, INOIC, INOU (Belvoir), INOU (Pentagon), INOZ, INOZA, INOZB, and INOZE.<sup>12</sup>

**SPECIAL STUDIES**

[REDACTED] The Special Studies Division (AFIS/INOA) was the Air Force executive agent and the ACS/I's designated representative for all-source analysis, reporting, and intelligence production on all foreign denial and deception (D&D).\* It provided support to the Air Force, the intelligence community, and the National Command Authority on issues concerning D&D and provided D&D materials and information to the major commands. It provided tailored imagery analysis and exploitation products for use in preparing Air Force intelligence estimates, interagency intelligence memoranda, and long-range analyses and assessments regarding enemy aerospace force capabilities or systems deployments. It also coordinated with the Air Training Command to provide Air Force intelligence schools with current D&D training materials for their use, and it maintained the all-source Air Force denial and deception data base.<sup>13</sup>

**D&D Status Reports**

\*In 1984, "denial and deception" (D&D) replaced the term "camouflage, concealment, and deception" (CC&D), beginning with INUA's Status Report, 29 Aug 84. This was done because the term came into common usage during the initial work on the Denial and Deception Analysis Committee (DDAC) and the widespread assumption that the usage would become common by "diktat." It had not.<sup>13</sup>

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[REDACTED] Concerning the "flaw factor," Major Townsend explained the following: "There were two problems articulated concerning the 'flaw factor.' The first questioned whether the flaws noted in Soviet strategic D&D programs were not in fact intentional. The response notes the flaws detected were flaws. The second objection noted that by definition an unflawed deception would not be detected. It is possible this is occurring presently. There is no retort to this."<sup>26</sup>

[REDACTED]

[REDACTED]

[REDACTED]

Dissemination of D&D Information

[REDACTED] Throughout the year, the Special Studies Division presented briefings and participated in discussions with the purpose of "resensitizing" the U.S. intelligence community and policy-makers to foreign D&D activity. The INOA division considered itself the leader within the intelligence community concerning denial and deception matters. The following are examples of INOA's efforts to influence thinking about and awareness of D&D activity.<sup>29</sup>

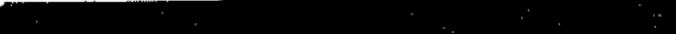
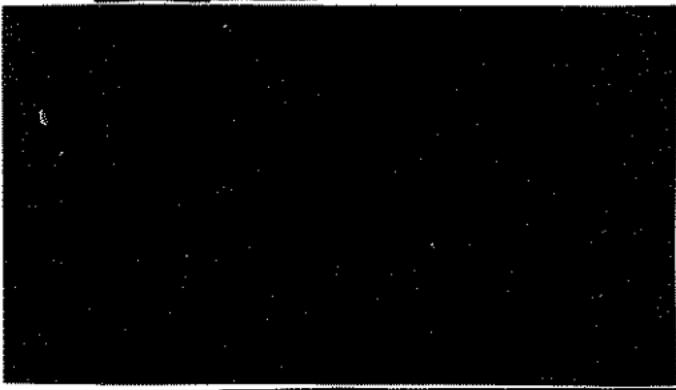
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[REDACTED]

[REDACTED]

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- ██████████ -- AFIS/INDA is supported by:
  - DIA (Intelligence products, access to AIRES and DIAOLS/COINS, especially CAMCON, printing of publications, and imagery reproduction)
  - NSA (intelligence products, access to COINS, especially SOLIS)
  - CIA (Intelligence products)
  - NPIC (Imagery, intelligence products, and access to NDS)
  - AFSAC (Intelligence reports and HUMINT tasking)
- ██████████ -- The primary users of AFIS/INDA's products:
  - ACS/I and CSAF
  - USAF MAJCOMS
  - USAF intelligence schools
  - AF Combat Survivability Steering Group
  - Combined Arms Combat Development
  - D&D Technical Review Group
- ██████████
- ██████████
- ██████████



[REDACTED] During the year representatives from INOA also briefed instructors and students at the 3480th Technical Training School at Goodfellow AFB, Texas, the 3420 Technical Training Group, Lowry AFB, Colorado, and the United States Air Force Academy. At the technical training facilities, the INOA personnel assisted with developing and infusing D&D material into school and training program curricula.<sup>43</sup>

Coordination on Earth Observations Projects

On 20 September, Capt. Sherrill A. Hutchinson of INOA visited the Johnson Space Center, Houston, Texas, Earth Observations Projects Office. This office was responsible for all hand-held imagery taken on board shuttle missions. Its primary tasks included selecting imagery requirements for each mission, preparing prelaunch training aids, training astronauts, and post launch developing, cataloging, and distribution of imagery. Captain Hutchinson met with the manager of the Space Shuttle Earth Observation Project and an Army major who was a NASA astronaut. She was given ample opportunity to review imagery taken on four shuttle missions. Most shots were of cloud or geological formations; however, some were good enough to do order-of-battle counts, such as large ships. She selected fourteen shots, including some of the Persian Gulf, Red Sea, Strait of Hormuz, which could be of use in morning briefings. In addition, she received copies of imagery catalogs for previous missions and had INOA placed on distribution for future missions.<sup>45</sup>

Preparation for SALTY DEMO

In the latter part of the year, personnel from the Special Studies Division participated in preparatory efforts for the SALTY DEMO demonstration of air base survivability techniques to take place at Spangdahler Air Base, Germany, 29 April - 17 May 1985. The demonstration was to consist of air attacks (FB-111, F-4E, A-10, and F-16), ground attacks (Special Forces simulating Spetznaz forces), and the required responses. The denial and deception techniques to be demonstrated were to disorient the attacks. Components of the D&D scheme were to be the following: camouflage, false operating surfaces, decoys, radar corner reflectors, large area smoke, and tactical deception base level practices.<sup>46</sup>

The Special Studies Division critiqued the "SALTY DEMO Test Plan," "HQ USAFE/DOKS Plan XXX SALTY DEMO 85," and "SALTY

DEMO 85 CC&D Milestones," and established direct contact with SALTY DEMO planners. By November, Major Townsend of INOA was able to report the following: "The SALTY DEMO CC&D Demonstration appears on-track and well-conceived." At that time INOA was considering supporting SALTY DEMO by providing a video briefing of world-wide denial and deception associated with air base survivability.<sup>47</sup>

On 23 November, Major Townsend noted, "SALTY DEMO will be big in the Tactical Air Force and we will look good if we do good." He also noted, "In a conversation with a recent USAFE/INOA returnee, denial and deception is an extremely low priority at USAFE. It basically is not worked. I personally believe that if we can get the CAMCON\* data base really on-line, MAJCOMs will be able to more efficiently incorporate D&D into their intelligence awareness. Presently, it simply requires too much research time."<sup>48</sup>

#### AFIS RESERVE SUPPORT

During the year, the Special Studies Division continued to integrate Air Force reservists into the denial and deception field. The division was relying on reservists to assume a greater responsibility in developing the Denial and Deception Data Base (CAMCON). In July, the reserve Detached Training Sites (DTSs) involved with D&D activity were DTS 4, Lowry AFB, Colorado, DTS-6, Dover AFB, Delaware, DTS 8, Glenview NAS, Illinois, and DTS 25, Bergstrom AFB, Texas. The division increased its requirement for reservists or individual mobilization augmentees (IMAs), with the goal of eventually creating a DTS devoted to AFIS/INOA support. There were several false starts in 1984, but the division foresaw eventual benefits and was expected to continue its efforts regarding reserve support into 1985.<sup>49</sup>

#### CONTRACT RESEARCH

The Special Studies Division continued to fund research projects through the Federal Research Division of the Library of Congress and the Arnold Engineering Development Center. At the former, the focus of study was on Soviet concepts of camouflage, concealment, and deception. At the latter, the focus was on the analysis of camouflage, concealment and deception activity at a classified facility in the Soviet Union.<sup>50</sup>

\*CAMCON is the Air Force Denial and Deception (formerly Camouflage, Concealment, and Deception) Data Base.

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#### **DATA AUTOMATION SUPPORT**

To increase analyst efficiency, AFIS/INOA planned data and office automation initiatives for fiscal year 1985. The Automated Message Handling System (AMHS) was planned for installation in 1985. The word processing inventory was increased, and the unit stated a requirement for desk top computers. Also during the year, the division sketched out its data automation "5-year plan" to impose coherence on its acquisition program.<sup>52</sup>

#### **WEEKLY ACTIVITY REPORTS**

Starting 1 May 1984, the division began printing a weekly activity report as one way to inform the new division commander about the activities and projects of division personnel. The reports were continued to establish a data base of historical information.<sup>53</sup>

#### **AEROSPACE INTELLIGENCE**

The Aerospace Intelligence Division continued to produce and disseminate the Air Force Intelligence Daily message (AFID) and numerous special messages on a regular basis.<sup>54</sup>

#### Intelligence Briefing Branch

The six-member officer staff of the Intelligence Briefing Branch conducted current intelligence briefings for the secretary and chief of the Air Force on behalf of the assistant

chief of staff, intelligence (ACS/I). The briefers also provided current intelligence presentations to senior Air Staff agencies, with the Air Force Surgeon General and the Air Force Directorate of Plans being added in October and December of this year, respectively. The United Kingdom and Australian Liaisons also continued to receive briefings by INOZA.<sup>55</sup>

Manning the branch twenty-four hours a day during the duty week, the briefers were responsible not only for editing and planning items to be briefed, but also for determining, procuring, and interrogating the graphic/video support that complements the script. INOZA compiled the items sent to the Senior Intelligence Officers in the major commands and special operating agencies throughout the Air Force and conducted briefings on pertinent intelligence developments specially directed by the ACS/I. Examples of briefings requested by the ACS/I were as follows: a special briefing on European nuclear force improvement programs for an officer bound for an assignment as assistant defense attache for the United Kingdom; a "Global Challenge" briefing for distinguished civilian visitors; a "Soviet Threat" briefing for the National Guard unit in Nashville, Tennessee; and, in a joint effort with AF/XO, a special briefing on Afghanistan for the chief of staff of the Air Force.<sup>56</sup>

#### Intelligence WATCH

The Air Force Intelligence WATCH was a twenty-four hour, seven-day a week operation primarily responsible for apprising the ACS/I and the AF/IN-AFIS staff of fast-breaking intelligence events. Two notable changes in the WATCH during the year were the completion of the process to man the WATCH by an all-officer cadre and the addition of a sixth WATCH officer billet. As of December, the permanent six-member cadre consisted of four second lieutenants and two captains, all occupying captain billets. A tour of duty in the WATCH was approximately one year.<sup>57</sup>

The requirement for another permanent WATCH officer became necessary during the summer in order to man the Air Force Liaison desk in the National Military Intelligence Alert Center (NMIC) in the Defense Intelligence Agency, Pentagon. For a five-week period every six months, permanent WATCH officers rotated through the NMIC. The representative's responsibilities included the following: ensured designated intelligence products (cables, supplements, appraisals, summaries, and dacoms) were received by the WATCH for rapid dissemination; ensured significant messages, received hours earlier through the NSS (NMIC Support System), were sent to analysts (AF/INER) for timely appraisal; obtained the DIA CJCS briefing agenda for INE and INER; attended INE production meetings daily; and aided in processing badge requests. During crisis situations, the Air Force NMIC representative was able to

help monitor the situation as it unfolded in the Alert Center, thus supporting the WATCH and INER analysts with up-to-the-minute details which might otherwise have reached the WATCH hours later. With the NSS capability, messages were easily retrieved for INER analysts, and, with access to other DIA analysts, the representative often helped in the DIA-AFIN/INER analyst interface. Finally, during their Liaison Officer tours, WATCH officers dealt with JS-I and alert center analysts, were able to tour the Collection Coordination Facility (CCF), the Joint Chiefs of Staff (JCS), and the Moscow/Washington Emergency Communications Link (MOLINK) facilities, and in general, had a greater opportunity to learn about national intelligence community operations.<sup>58</sup>

Three of the permanent WATCH officers were able to attend the Indications and Warning School - an event that was expected to be part of a trend. Also, permanent WATCH officers participated in the JCS-directed exercise, POWDER RIVER, for the first time during the year, and participation was expected again in 1985.<sup>59</sup>

New equipment ordered in 1983 (television, VCR, geochron and other clocks) were received in 1984. Although the television was initially envisioned as a one channel system, the WATCH received authority for an expanded cable system. The system received not only CNN, but also C-Span, Pentagon Communications Channel, all three major stations, as well as the public television station. The capability to tape news programs, and to have the tape ready immediately thereafter, allowed the WATCH to meet short suspenses required by INOZA, and occasionally by the INC. Equipment upgrades were expected to continue into 1985. The branch was planning for its portion of the Automated Data Handling System.<sup>60</sup>

The WATCH continued to prepare daily readbooks for the Air Force chief and vice chiefs of staff, the ACS/I, DACS/I, INC, D/INE, division chiefs and analysts and to maintain Alert Officer Logs and WATCH Highlights of significant events and developments.<sup>61</sup>

#### Executive Intelligence Branch

At 0200 hrs, staff from the new Executive Intelligence Branch (INOZE) began preparing the Air Force Intelligence Morning Highlights. Ready for distribution by 0700, the Morning High-Lights provided timely reporting of intelligence events specifically for the chief of staff of the Air Force, as well as for over sixty-three senior Air Force and interagency consumers. The majority (57) were distributed to air staff offices; the rest were sent to high-level OSD/DOD offices, including the deputy

secretary of defense. One copy was also sent by courier to the White Situation Room, and information from the Morning Highlights occasionally reached the President of the United States.<sup>62</sup>

INOZ's responsibilities also involved the development and maintenance of several in-depth, all-source, tailored intelligence briefings. These briefings included a classified presentation of "Soviet Force Modernization," a Worldwide Crisis Activity briefing, and an Air Force Intelligence Activity briefing. Some of the briefings contained over 200 viewgraphs and lasted over an hour. They were presented in various classifications to a wide range of audiences, from civic groups to reserve forces and senior air staff officers.<sup>63</sup>

The Executive Intelligence Branch maintained its own 35mm and viewgraph library, and possessed an archive of all briefings composed during the year. To handle the increased workload, a second officer billet was added, bringing the total to two. At present, INOZ was in the process of obtaining a permanent 201XU NCO billet. Although office space was cramped, the branch was making plans to increase the amount of usable area as the scope of the branch's duties and responsibilities continued to expand.<sup>64</sup>

#### INOZ Administration

The administration for INOZ continued to support various branch duties, as well as provide personnel support for the entire division. Primarily responsible for requirements originated by the Briefing Branch, INOZ Administration assisted in the following: 1) prepared scripts for the daily intelligence briefings, 2) readied briefings and accompanying visual support for mailing to other agencies and commands, 3) ensured copies of the AFID and AFA messages were sent to designated recipients, 4) provided assistance in completing messages that had to be specially handled for the ACS/I and chief of staff of the Air Force when they were on TUV; and 5) provided projectionist support for briefings. INOZ Administration also assisted division personnel in processing forms for changes in rank or AFSC, as well as obtaining leave authorization numbers for members taking time off. The Administration unit also maintained a library of over 100 volumes.<sup>65</sup>

#### AUDIOVISUAL PRESENTATIONS

The Audiovisual Presentations Division was responsible for providing the audiovisual expertise to create, modify, and maintain graphic displays for the purpose of informing appropriate audiences on intelligence matters. The division served as the agency representative in inter-departmental audiovisual matters and provided support for intelligence related programs as required.

At the end of the year there were seven civilians and seven enlisted personnel working in the division.<sup>66</sup>

#### Presentation Support

During 1984, the division supported not only AF/IN, AFIS and AFSAC, but other agencies such as the Electronic Security Command, the Air War College, Air University, and the 12th AF/SSO in Bergstrom, Texas. The support was in the form of viewgraphs (visual aids), 8X10 inch color Ektachrome transparencies, and 35mm slides.<sup>67</sup>

During 1984, INOV's production exceeded 12,000 presentation aids. To produce this quantity over 45,000 units of work were accomplished. The division also completed over 750 work requests. Key representative presentation efforts, other than for daily Current Intelligence Briefings, included CANUKUS, SOS, Air Staff Orientation, Global Challenge, Senior Statesmen, and the Presidential Foreign Intelligence Board.<sup>68</sup>

In March 1984, Mr. Caldwell and Mr. Heitman attended the Senior Intelligence Officer's Conference held at Homestead AFB, Florida. Their job was to support the conference with audiovisual aids and to produce graphics for the Current Intelligence Briefing, presented at 0700 hrs daily.<sup>69</sup>

#### Photographic Support

The division's photo production for 1984 was the highest in many years, with over 25,000 35mm color slides produced, a small portion of which was in direct support of other commands. In August 1984, INOV assumed additional photographic responsibilities to support AF/IN, AFIS, and AFSAC on awards ceremonies and special photographic sessions in support of The Intelligencer newspaper.<sup>70</sup>

#### Working Space Concerns

The division's main concern was with working space. According to INOV personnel: "Inadequate space creates both safety and security hazards for the working staff. Example: Both the Pentagon and Ft. Belvoir Photo Labs must be increased to provide room for critical equipment. If additional space was available, INOV could combine all three branches, leading to better production management and control over resources."<sup>71</sup>

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TSgt WILLIAM D. JACKSON, AFIS/INOV, PENTAGON.

## DIRECTORATE OF TARGETS

### MISSION

The Directorate of Target Intelligence (AFIS/INT) was the Air Force office of primary responsibility for target intelligence to include weaponeering, target analysis, force application and mission planning, target material, and mapping, charting and geodesy. The directorate was the Air Force's point of contact with the Defense Mapping Agency.<sup>1</sup>

Some of the functions of the Concepts and Applications Division (INTA) were the following:<sup>2</sup>

Developed, recommended, and coordinated plans, policies, and positions on Air Staff and Joint Chief of Staff actions that related to target intelligence.

Collaborated with Air Force research, development, testing, and evaluation community on applying target technologies, methodologies, and capabilities to advanced weapon systems.

Maintained liaison with and conducted periodic visits to major commands, special operating agencies, and other military services and Department of Defense agencies on matters related to target intelligence, target materials, and weaponeering.

Served as the office of collateral responsibility for the targeting career fields. Reviewed and monitored utilization, classification, and training of U.S. Air Force active duty and reserve personnel in these career fields.

Some of the functions of the Mapping, Charting, and Geodesy Division were the following:<sup>3</sup>

Developed, recommended, reviewed, and coordinated on plans, programs, and policies of the Air Staff, Joint Staff, Unified and Specified Commands, and Defense Agencies relating to Mapping, Charting, and Geodesy (MC&G).

Collaborated with the Air Force research, development, testing, and evaluation community on applying MC&G techniques, methodologies, and capabilities to advanced weapon systems.

Acted as the Air Force authority for validating and monitoring MC&G and geophysical data requirements submitted

to major commands (other than U.S. commands) and special operating agencies.

As functional manager, monitored Air Force officer and enlisted cartographic and geodetic career fields.

## PERSONNEL

### Key Personnel

Lt. Col. Phillip D. Wilder was the acting director of the INT from 1 September 1983 until 5 September 1984, when he was reassigned to the ADUSG(1), Pentagon. Colonel Thomas E. Lee was appointed the new director, effective 24 August 1984. Colonel Lee officially replaced Colonel John S. McKenney, the director, who retired from the Air Force on 1 October 1983. Colonel Lee had been the chief of Targets, Intelligence Center Pacific, U.S. Pacific Command, from 1979 to 1984. Lt. Col. Charles Rose continued as the chief of the Mapping, Charting, and Geodesy Division, while Lt. Col. Thomas E. Vincent continued as chief of the Concepts and Applications Division.<sup>4</sup>

### Manning Strength

As of 31 December 1984 the manning strength of the directorate was as follows:<sup>5</sup>

	<u>AUTHORIZED</u>	<u>ASSIGNED</u>	<u>PERCENT</u>
OFFICERS	13	13	100%
ENLISTED	3	3	100%
CIVILIANS	6	6	100%
TOTAL	22	22	100%

## TARGETING MATTERS

### Conferences and Meetings

During the year, the Directorate of Targets hosted the USAF Target Intelligence Conference and conducted the winter meeting of the Joint Munitions Effectiveness Manual (Air to Surface) Operational Users Working Group.

#### USAF Target Intelligence Conference

The Directorate of Targets hosted the third USAF Target Intelligence Conference at Headquarters, Electronic Security Command, Kelly AFB, Texas, from 6-10 February 1984. Conferees included sixty-one representatives from twenty-six different

elements of the worldwide targeting community. Within the overall theme of "Dynamics in Targeting," the conference served a twofold purpose: 1) served as a forum for discussion of the current status and future development of targeting theory and practices, and 2) served as an educational process through which senior targeteers could be brought up-to-date on matters affecting their profession.<sup>6</sup>

Among the topics discussed were the following: "Law of Armed Conflict," "The Threat from Space," "Strategic Defense Initiatives," "Unconventional Warfare," "Defense Nuclear Agency Targeting Support," "Target Analysis Decision Aids," "SIOP Target Development Process," "Perishable Targets," "Relocatable Targets," "Cruise Missile Targeting," "Naval Mine Warfare," "C3CM Data Bases," "Airland Battle," "Camouflage, Concealment, and Deception," "Soft Copy MC&G," and "Manpower Issues."<sup>7</sup>

The INT directorate published the proceedings of the conference, which included summaries of presentations and discussions, such as the following:<sup>8</sup>

#### Law of Armed Conflict

Lt. Col. Donald Woods, International Law Division, Office of the Judge Advocate General, discussed targeting implications of the Law of Armed Conflict. Of particular interest was the 1977 additional protocols to the General Convention. These protocols dealt with the general protection of the civilian population against effects of hostilities. Specific provisions impacting on targeteers were restrictions on targeting civilian populations, and cultural objects and long term effects on the national environment. Also discussed was the Services/JCS position on the ratification of Protocol III for the 1980 Conventional Weapons Convention which deals with the employment of incendiary weapons.

DISCUSSION: The follow-on discussion centered on the non-applicability of the protocols to nuclear weapons; ability to determine the presence of civilians in the area of attack; and the position of allies on the protocols. Lt. Col. Woods provided the conferees with handouts which expanded on the protocols discussed.

#### Unconventional Warfare

Lt. Col. Greg Jannarone, 2 AD/XP, presented a comprehensive, in-depth briefing on unconventional

warfare. Lt. Col. Jannarone defined the Special Operations targeting cycle; addressed the optimum role of Special Operations Forces - deterrence; discussed operational philosophy - force multiplication; and described employment payoffs - disruption, diversion, delay. In addition, Lt. Col. Jannarone provided a detailed description of current Air Force Special Operations Forces capabilities/limitations and the probability/risk of employing these forces over the spectrum of conflict.

[REDACTED] DISCUSSION: A lively discussion ensued focusing upon the role of the targeteer in unconventional warfare; requirements for targeting billets; and formal courses designed to enhance the targeteer's knowledge of UK.

#### Cruise Missile Targeting

[REDACTED] In response to requests from several commands for information on cruise missile targeting, [REDACTED] of IPAC addressed the conference on the PACOM targeting effort for the Tomahawk cruise missile. [REDACTED]

[REDACTED] discussed Tomahawk characteristics, capabilities, and limitations which affect the targeting process. He highlighted the extensive data base requirements for cruise missiles and the need for specialized intelligence products to support target/mission planning. The briefing reviewed in detail the PACOM target selection process for cruise missiles, mission planning guidelines, and targeting constraints which arise from a variety of sources.

[REDACTED] further presented generic target lists for various types of cruise missiles and outlined some projected improvements in the Tomahawk missile system which were expected to significantly enhance its capabilities.

Deleted per 5 U.S.C. 552(b) (5).

[REDACTED] There were five conference action items:<sup>8</sup>

- [REDACTED] 1. Examine the requirements in Air Force Regulation 36-1 for entry into the targeting career field to include grade and AFSC criteria.
- [REDACTED] 2. Examine the possibility of acquiring reserve targets officers to help fill active duty forces shortfalls.
- [REDACTED] 3. Examine the need for establishing a library for targeting applications software.

[REDACTED] 4. Identify targeting decision aids under development or in being.

[REDACTED] 5. Address the deficiencies in identifying digital geographic information requirements to support the targeting mission of the Air Force.

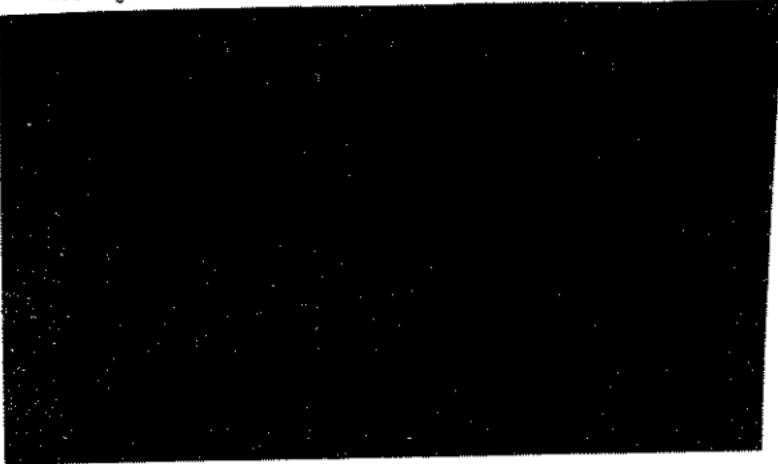
[REDACTED] The keynote speaker at the conference was the ACS/I, Maj. Gen. James C. Pfautz. Also, Brig. Gen. C. Norman Wood, the deputy director for the National Strategic Target List, Joint Strategic Target Planning Staff, presented the conference dinner remarks, while the closing speaker was Maj. Gen. John B. Marks, the commander of the Electronic Security Command. The proceedings summarized the presentation of each speaker.<sup>10</sup>

#### JMEM Operational Users Working Group Meeting

[REDACTED] As the office of primary responsibility for the Joint Munitions Effectiveness Manual Air-to-Surface Operational Users Working Group (OUWG) the INT directorate conducted the winter meeting held 14-16 November at the Naval Air Station, Fallon, Nevada.<sup>11</sup>

[REDACTED] During the meeting, six action items were agreed upon:

[REDACTED] 1. The OUWG chairman was to arrange for a representative of the Chemical Working Group to brief progress on chemical weaponeering methodologies and follow-on plans for functional degradation analyses at the next OUWG meeting.<sup>12</sup>



3. The OUWG was to survey members to determine if a need existed for risk estimates data for attacks conducted perpendicular to friendly troop positions. Current risk data assumed a parallel attack.<sup>14</sup>

4. The OUWG chairman was to request that DIA provide an update on its blue-on-blue effort for the next OUWG meeting.<sup>15</sup>

5. The Basic Manual Group was requested to evaluate the following suggestions and provide feedback to the OUWG:

a. Given the current widespread use of low level tactics, it is desirable that the trajectory and pattern graphs be expanded somewhat to cover releases down to 200 feet.<sup>16</sup>

b. The caution provided with Figure A-1V-1 should be rewritten to indicate that individual weapons have release restrictions which may make it impossible to use the full range of aircraft intervalometer settings; aircraft flight manuals should be consulted for specific information.<sup>17</sup>

6. The Basic Manual Group and Methodology Working Group were requested to evaluate the following recommendation and provide feedback to the OUWG.<sup>18</sup>

The methodology for evaluating guns and rockets against area targets calls for use of modified Basic Manual open end method 3. Use of 100 foot stick length appears questionable for ripple rocket firing. For strafing attacks, strafing length is required input; no formula for calculating the distance is provided. The current methodology merits review and confirmation of its validity. Provision of a suitable sample area target problem should be examined.<sup>19</sup>

7. The OUWG chairman was requested to draft an appropriate sample problem (in connection with Action Item 6) for inclusion in the Basic Manual.<sup>20</sup>

#### Publications

##### Regulations

AFR 200-16

[REDACTED] Following the upgrade of the Targets Division to directorate status, the ACS/I tasked the INT directorate to prepare an Air Force regulation for targeting. INT's charter was to write the regulation to help solidify INT's role as the Air Staff executive agent for targeting matters, functional manager for 8085/201XL career fields, and systems monitor for weapons and intelligence systems impacting on targeting. Also, the regulation was to outline the relationships between AFIS/INT and Air Force targeting elements worldwide. After a lengthy review and coordination process, the regulation was finally made official on 16 November 1984 as AFR 200-16, "Air Force Targeting." The regulation was UNCLASSIFIED. Policy for Mapping, Charting, and Geodesy (MC&G) requirements that supported targeting were defined in AFR 96-9.21

AFP 200-31, Volume I

[REDACTED] In 1980 the Air Force and Army agreed to use two separate documents to analyze nuclear weapons effects against fixed and mobile targets. AP-550, "DIA Physical Vulnerability Handbook-huclear Weapons," was to be used to weaponeer and determine safe distances for fixed/installation targets, and FM 101-31-2, "Staff Officers' Field Manual Nuclear Weapons Employment Effects Data" was selected to analyze land mobile/battlefield targets. As a result, in 1981 the Air Force adopted FM 101-31-2 and gave it an additional short title -- AFP 200-31 Vol II, but did not adopt FM 101-31-1.

[REDACTED] FM 101-31-1 explained how to use FM 101-31-2 and outlined Army doctrine as it related to the planning and employment of nuclear weapons in combat operations at the corps, division, and brigade level. The Air Force did not adopt FM 101-31-1 in conjunction with FM 101-31-2, because the former was called a "doctrinal" publication. The Air Force (AF/XOXID and AFIS/INT) determined that the manual did not contain "doctrine" as defined in JCS terms. The Air Force considered the document as procedural guidance rather than as a doctrinal publication. Also, the manual was written from an Army perspective (ground command) and was not easily used by an Air Force planner.

[REDACTED] AFIS/INT, in a joint effort with the US Army Nuclear and Chemical Agency and the NAVY OPR, revised FM 101-31-1 to reflect the air, land, and naval perspective on planning and employment of nuclear weapons against land mobile/battlefield targets. However, the Army retained the word "doctrine" in the title and referred to the text as Army doctrine. Nonetheless, the adoption of this document was another positive step in the development of joint planning tools.

[REDACTED] Although staffing was completed in 1984, FM 101-31-1, was expected to be published in February 1985 as AFP 200-31, Volume I.

### Technical Notes

In October 1984, the INT directorate started publishing Technical Notes, which were simple reports, unofficial but authoritative and signed by authors, for the dissemination of information on subjects pertinent to targeting. Technical Notes (TNs) were assigned numbers, corresponding to the year of preparation, followed by a serial number. A listing of INT Technical Notes for 1984 follows:<sup>22</sup>

<u>NO.</u>	<u>DATE</u>	<u>SUBJECT</u>	<u>AUTHOR</u>	<u>CLASSIFI- CATION</u>
84-01	11 Oct 84	Nuclear Weaponneering (U)	Mr. Vogt	S/RD
84-02	5 Nov 84	Air Force Contingency Targeting Support Cell (U)	Major Lecklider	U
84-03	23 Oct 84	Mapping, Charting, and Geodesy Manpower Recommendations (U)	Major Davey	U
84-04	19 Nov 84	USSR Target Hardness (U)	Captain Eliasson	C
84-05	20 Dec 84	Red-on-Blue Nuclear Weaponneering (U)	Mr. Vogt	TS

### Target Director's Update

During the year, the directorate continued to print and disseminate the unofficial newsletter "Target Director's Update," which was first published on 27 December 1983. The purpose of the newsletter was to inform the targeting community of current issues, articles, publications, and items of interest. Some of the subjects reported on in the three issues prepared in March, June, and September 1984 were as follows: Geodetic and Geophysics Conference, Joint Line Fire Test Program, Senior Officers' Introduction to Targeting Symposium, Professional Reading - Unconventional Warfare, Creek Press - A USAFE Targeting Initiative, Functional Intelligence Augmentation Team, Nuclear Weaponneering Software, ANRAAM - Live Fire Tests, Infrared Maverick Developments, and ULCHI FOCUS LENS - An Air Staff Perspective.<sup>23</sup>

### Hard Target Munitions Project

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Deleted per § U.S.C. §52(b)(1)

Deleted per S.U.S.C. §552(b)(1)

### Significant TDYs

While the Directorate of Targets sent representatives to numerous conferences and meetings throughout the year, two significant trips were made to the Pacific and European theaters.

European Theater

From 25 June - 9 July, Mr. Constantine N. Pappas and Capt. Laurie S. Eliasson visited sites in the United Kingdom and

the Federal Republic of Germany. The purpose of the visit was to discuss targeting and mapping, charting, and geodesy (MC&G) issues with theater personnel and to provide INT personnel with a continued familiarization with theater targeting and MC&G issues.<sup>27</sup>



The two INT representatives also discussed one major initiative, CREEK PRESS, which was USAFE's effort to provide in-depth target intelligence in support of sophisticated weapon systems and precisely-guided munitions, such as the F-111 with the PAVE TACK navigation system. The INT directorate was going to continue to provide support to USAFE/INT in this area.<sup>30</sup>

#### Pacific Theater

From 5-17 August 1984, Lt. Col. Thomas E. Vincent and SMSgt David L. Simpson visited the Pacific Theater. Colonel Thomas E. Lee, the incoming INT director, joined them for the Japan and Korea portion of the trip. The purpose of the visit was to receive an orientation on the targeting perspective and function for the Pacific Theater, to discuss significant theater targeting issues, and to contact officer and enlisted targeting personnel, representing INT as the functional monitor of the targeting career fields, 8085 and 201X1.<sup>31</sup>



[REDACTED] At all stops, Lt. Col. Vincent and SMSgt Simpson individually interviewed all assigned and available officers and enlisted personnel in the 8085 and 201X1 career fields. A total of thirty 8085s and fifteen 201X1s were counselled, which included career counseling, training, and personnel assignment desires.<sup>35</sup>

Requested Weapons Target List

Officers Position Description Book

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Deleted per 5 U.S.C. 552(b)(2) Deleted per 5 U.S.C. 552(b)(1)

## MAPPING, CHARTING, AND GEODESY

During the year, the Mapping, Charting, and Geodesy Division (INTB) sponsored two conferences, one held at Bolling AFB and one at St. Louis, Missouri.

### Conferences and Meetings Sponsored

#### First MC&G Conference

The Mapping, Charting, and Geodesy (MC&G) Division of the Directorate of Targets hosted and sponsored the first Air Force MC&G Conference, 18-19 October 1984, at Bolling AFB. Conference attendees were Air Force MC&G managers and Air Force survey personnel. Attendees identified, discussed, and shared their common problems and concerns and developed action items to address them. Topical items addressed included mapping and charting issues; policy, plans, and requirements; and Air Force MC&G personnel matters. The chief of the MC&G Division, Lt. Col. Charles M. Rose, welcomed the attendees and presented the opening remarks.<sup>38</sup>

The MC&G Conference Action Items were as follows:

#### Mapping and Charting<sup>39</sup>

1. AFIS/INTB was to request that the Defense Mapping Agency (DMA) graphically represent special products in the Grey Book and in the DMA catalogues as was currently done for standard products.

2. AFIS/INTB was to request that DMA further define the area requirements procedures for research and development (R&D) requirements. The submission process for current annual area requirements was an identification of a midrange time frame (three to eight years) and did not allow for R&D requirements which were usually less than three years.

3. AFIS/INTB was to discern the benefits of the National High Altitude Program and procedures for requests to the U.S. Geological Survey.

Geodetic and Geophysical<sup>40</sup>

1. Attendees were to keep each other apprised of Air Force and/or DMA activities that affected each other.
2. USAFE and AFIS/INT were to propose efforts to equip and train the 601st Tactical Control Wing.
3. AFIS/INT was to provide USAFE with requisite data excerpted from the Navigational Aid/Inertial Navigation System (NAVAID/INS) study.
4. AFIS/INT was to investigate and insure that the Geodetic and Geophysical Support Automated Listing reflected the timely and correct status of surveys and other geodetic and geophysical information.

Policy, Plans, and Requirements<sup>41</sup>

AFIS/INTB was to delete the unclear paragraph on ordering and stocking maps in AFR 96-3, the next time the regulation was updated.

Digital Cartographic Data<sup>42</sup>

1. AFIS/INTB was to arrange for a technical indoctrination visit for Air Force MC&G command points of contact to the Environmental Research Institute of Michigan at Ann Arbor, Michigan.
2. AFIS/INTB was to determine the mechanics for establishing a "clearinghouse" for micro-computer software application programs for the use of digital geographic data by the Air Force.

AF G&G Conference V

The fifth Air Force Geodetic and Geophysical (G&G) Conference was sponsored by AFIS/INTB and hosted by the Defense Mapping Agency Aerospace Center, St. Louis, Missouri, 6-8 March 1984. Conference attendees included Air Force mapping, charting, and geodetic staff officers; Air Force and civilian project managers; action officers in G&G related projects; Air Force survey personnel; and Defense Mapping Agency personnel. The conference examined present and future weapon systems required to carry out the Air Force mission and addressed the related geodetic and geophysical concerns.<sup>43</sup>

The following were the recommended action items:<sup>44</sup>

- ██████████ a. Air Force will propose new G&G technical objectives for advanced weapon systems. (Action: AFIS)
- ██████████ b. Air Force commanders with survey resources and DMA will develop understanding and/or agreement on the use of survey resources. (Action: DMA, SAC, AFIS, AFCC)
- ██████████ c. G&G principals will investigate the use of Miniature Interferometer Terminal for Earth Surveying (MITES) positioning capability in support of future positioning requirements for advanced space-based weapon systems. (Action: AFIS, AFSC, AFGL, DMA, et al)
- ██████████ d. Air Force will schedule meeting to discuss AF 222XX concerns. (Action: AFIS, SAC, AFCC, DMA)
- ██████████ e. Air Force will reassess survey requirements staffing process, streamline, and close loop. (Action: AFIS, AF Command Representatives)
- ██████████ f. Air Force will continue monitoring the implementation of the World Geodetic System 1984 (WGS-84) and its impact on Air Force operations. (Action: AFIS, AF commands)
- ██████████ g. Affected parties will have technical interchange meetings to discuss Military Grid Reference System designation problems and viable alternatives. (Action: AFIS, TAC, DMA)
- ██████████ h. DMA will augment existing data bases with geodetic data for selected airfields to satisfy TAC requirement. (Action: AFIS, TAC, DMA)

#### SAR SR Definition Meeting

██████████ On 6-7 September 1984, the Mapping, Charting, and Geodesy Division convened a meeting to establish guidelines for the conduct of a requirements definition study for the determination of the digital data required to support simulation of current technology synthetic aperture radar (SARs). Representatives from the Aeronautical Systems Division of Air Force Systems Command, Tactical Air Command, Strategic Air Command, and the Defense Mapping Agency attended. In October, in accordance with AFR 95-9, the INT directorate tasked the Air Force Systems Command to initiate a study of Air Force SAR simulation digital data requirements. The AFSC study was to be submitted to INT by 1 May 1985.<sup>45</sup>

Membership on Committees and Working Groups

## OSD Digital MC&amp;G Transformation WG

As a member of the OSD Digital MC&G Transformation Working Group, the INTB representatives were involved with the issue of the Defense Mapping Agency's "transformation" of DMA standard data to satisfy the unique requirements of weapon systems and training devices. The number of programs requiring transformations had grown from two to nine, six of which were Air Force systems. System contractors developed transformation programs without DMA input. The contractors then turned the programs over to DMA, which absorbed all further computer time and labor costs. DMA's position was that it could not continue to transform data to individual requirements because of manpower and hardware limitations. As of October 1984, the conclusion of the INTB representatives was as follows: "Air Force stated position is AF should not accept responsibility for basic transformation of DMA data." By year's end, the transformation problem was not yet resolved.<sup>46</sup>

## Working Party 64

The Mapping, Charting, and Geodesy Division was tasked to coordinate with other services and provide a U.S. National Statement on the recommendations made in the Management Committee's review of the report of the 27th meeting of Working Party 64 Aeronautical Charts and Flight Information Publications. The division accomplished the tasking in 1984, and the contents of the report of the meeting were accepted. Working Party 64 was a subcommittee of the Air Standardization Coordination Committee.<sup>47</sup>

MC&G Area Requirements

Each year the INTB division prepared a report on Air Force requirements for MC&G products, identified on the basis of operational area, priority, and program objective memorandum (POM) cycle. The requirements represented a consolidation of operational requirements submitted by major commands and separate operating agencies and were restricted to essential products for the Air Force mission. Submitted for CY1984 were 1) MC&G requirements for USAF-consolidated, HQ USAF, HQ TAC, HQ AAC, HQ AFSC, 2) updated Geodetic and Geophysical Support Automated Listing (GGSAL), 3) projected requirements, and 4) detailed requirements.<sup>48</sup>

Support for Weapons Systems

The Mapping, Charting, and Geodesy Division and the INT

directorate were involved with supporting three major weapons systems during the year, B-1B, F-15, and F-16.

#### B-1B Program

During the year, the INTB division coordinated with the Defense Mapping Agency (DMA) on data base support for the B-1B and the B-1B Weapon Systems Trainer (WST). In January, INT sent the DMA a summary of the stated requirements for the B-1B WST and outlined INT's understanding of the support to be provided by DMA. The two types of DMA support included: 1) timely production of source data and 2) transformation of the data to produce a simulator data base. Source data was to be provided for visual and conventional radar and for high resolution radar modes. Transformation support by DMA consisted of the DMA's Aerospace Center operating the B-1B Digital Radar Land Mass Simulator (DRLMS) transformation program and DMA accepting a stand-alone computer system to be dedicated to B-1B simulator data base transformation.<sup>49</sup>

In February, representatives from the INT directorate, Defense Mapping Agency, Strategic Air Command, Aeronautical Systems Division, and Rome Air Development Center met and were briefed that DMA could not meet delivery dates for requirements identified in March 1983. The products required were to include 135  $10^6 \times 10^6$  cells of digital feature analysis data and 50 high resolution synthetic aperture radar aimpoint areas. Delays up to one year were expected. According to Lt. Col. Wilder, the acting director of INT, the delays were not acceptable to the Air Force, because they could potentially affect the B-1B WST contracts. At the end of this reporting period, the DMA was still predicting delays.<sup>50</sup>

In January, the INT directorate also validated mapping and charting support to assist the B-1B Special Program Office and the Combined Test Force at Edwards AFB, California, in the testing of the B-1B and its avionics systems. The data requirements were sent to the DMA.<sup>51</sup>

#### F-16 Digital Cartographic Support

In October, the INTB division reviewed and validated an Air Force Systems Command requirement for digital cartographic support for the F-16 Improved Digital Radar Landmass Simulation System. The requirement was forwarded to the Defense Mapping Agency, using terminology learned from the B-1B requirements submission package.<sup>52</sup>

### F-15E WST Digital Cartographic Support

[REDACTED] In November, Colonel Lee, the new AFIS/INT director, sent to the DMA the AFSC's validated requirements for digital cartographic support for the prototype F-15E Weapon System Trainer (WST). The purpose of the F-15E WST was to provide high fidelity mission rehearsal training to both the pilot and weapon system operator. Requirement included the simulation of high resolution, synthetic aperture radar (SAR) and infrared (IR) sensors and preplanned missions through a real world gaming area of approximately 160,000 square nautical miles.<sup>53</sup>

[REDACTED] Mr. Neil Sunderland, who worked with AFSC representatives on the F-15E project, noted that AFSC's Aeronautical Systems Division planned to have the contractor for the WST responsible for data base construction and transformation.<sup>54</sup>

### E&E Requirements Support

[REDACTED] The Mapping, Charting, and Geodesy Division worked with the AFIS Directorate of Joint Services Support (INU) in support of two major projects, the production of a map for Exercise RIDGE RUNNER and the validation of evasion and escape (E&E) requirements for transmittal to the Defense Mapping Agency.\*

### Map for Exercise RIDGE RUNNER

[REDACTED] During the AFIS/INU's evasion and escape Exercise RIDGE RUNNER, 20 August - 4 September 1984, participants used a map produced by the 30th Engineer Battalion and validated by INTB. The map was of the exercise area, Camp Dawson, West Virginia, and made of a water resistant material called Tyvek. The map also contained information about and pictures of edible and poisonous plants of the area.<sup>55</sup>

### E&E Requirements Dilemma

[REDACTED] In April, at the Air Force Mapping, Charting, and Geodetic Conference, a briefing explained the problems associated with the production of evasion and escape charts (EVCs). In summary, the Air Force had a requirement for expanded EVC coverage to the Defense Mapping Agency (DMA) for over ten years. The USA, however, since 1975 held in abeyance all EVC production, pending

\*For additional information on the RIDGE RUNNER map, see the section in this History on AFIS/INU.

the production of a miniaturized chart viewing device (CVD). The CVD was intended to replace evasion charts in aircraft where storage of numerous bulky charts was prohibitive, and the DMA was to produce filmstrips for the CVD. The Air Force Systems Command was to produce the device, but it placed the production in low priority status. Thus, a dilemma surrounded E&E chart production. The DMA would not produce new escape and evasion charts because they were to be replaced by the filmstrips and chart viewing device. The Systems Command, however, was not to produce the chart viewing device in the near future.<sup>56</sup>

The AFIS Directorate of Joint Services Support was working with the INT directorate in finding solutions to the dilemma. The INU directorate was the Department of Defense office of primary responsibility for escape and evasion and was consolidating DOD requirements for charts and viewing devices and assisting with sorting out Air Force roles and policy on EVC and CVU for the Defense Mapping Agency.<sup>57</sup>

Functional Management Inspection



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[REDACTED] At the end of this reporting period, the Targets directorate was working to implement recommended changes and was expected to continue doing so throughout the following year.

#### MC&G Personnel and Training Issues

[REDACTED] Throughout the year, the MC&G division examined career, assignment, and training issues affecting mapping, charting, and geodesy personnel.

#### MC&G Manpower Recommendations

[REDACTED] An offshoot of the functional management inspection (FMI) was INTB's MC&G manpower recommendations, published as one of the Technical Notes in October 1984. Maj. Stewart R. Davey prepared the recommendations. The FMI had concluded that MC&G staff functions were not being adequately accomplished and that MC&G expertise was not properly being incorporated into systems development, operational planning, and logistics, because of, in part, insufficient manpower, visibility, and rank within the MC&G function. Since specific manpower recommendations were not included in the functional management inspection report, it was necessary for INTB to make such recommendations. In summation, INTB recommended the establishment of twenty-eight positions for thirteen organizations. There were then only seven positions in existence, and of these, five were recommended for conversion from AFSC 5734 to AFSC 5716.<sup>65</sup>

#### Occupational Survey Report

[REDACTED] In January 1984, the USAF Occupational Measurement Center of the Air Training Command issued an occupational survey report of the Cartographic and Geodetic Officer Utilization Field (AFS 57XX) and the enlisted Geodetic Surveyor Career Ladder (AFS 222XU). The AFIS MC&G division had originally requested the survey in 1982, through the Directorate of Estimates.<sup>66</sup>

[REDACTED] Information during the survey was collected from 64 cartographic and geodetic officers, representing 91 percent of the assigned strength and from 87 geodetic specialists, representing 85 percent of their assigned strength.<sup>67</sup>

[REDACTED] A summary of survey results follows:<sup>68</sup>

[REDACTED] 1. Job Structure: Analysis of the job structure of the AFSC 57XX and AFSC 222X0 fields identified seven job groups. The jobs were categorized into plans and requirements, contract monitoring, management, training, surveying, and data preparation. The officer jobs reflect substantial variety, while the majority of enlisted personnel performed as geodetic surveyors.

[REDACTED] 2. Classification Descriptions: A comparison of tasks performed with the AFR 36-1 (for officers) and AFR 39-1 (for enlisted personnel) Specialty Descriptions revealed reasonably accurate summaries of the jobs actually performed.

[REDACTED] 3. Training Assessment: Comparison of job and task data with plans of instruction indicated substantial portions of the officer course in need of considerable review, while the enlisted course generally appeared appropriate for the jobs graduates performed.

[REDACTED] 4. Implications: Management intervention, in terms of additional authorizations, AF assignments, and additional education, appears necessary to build a utilization field sustaining force for the Cartographic and Geodetic Officers. Additionally, management should explore alternatives to the personal hardship resulting from extensive TOY requirements for many MC&G officer and, particularly, enlisted personnel.

#### Education and Training Requirements Conference

[REDACTED] As a result of the occupational measurement survey, the MC&G division convened a conference on 10-11 July 1984 to establish education and training requirements for the 57XX and 222X0 personnel. Twenty-five persons attended, from seventeen organizations.<sup>69</sup>

[REDACTED] The action items from the conference were as follows:<sup>70</sup>

[REDACTED] 1. AFIS/INT was to prepare a detailed proposal for Basic Cartographic Geodetic Program under AFIT to provide new officers with a common foundation of relevant courses. The proposal was to include advantages and costs and was to be sent to 57XX using organizations for comment.

2. AFIS/INT was to gather information from universities and AFIT to determine the feasibility of designing a core curriculum for a combined cartographic geodetic masters degree tailored to Air Force needs.

3. AFIS/INT was to investigate the possibility of establishing an "education with industry" (EWI) program in subject area(s) applicable to Air Force cartographic geodetic requirements.

4. Action addressees were to review suggested subjects for a single, introductory, AFSC granting training course taken by all 5731 officers. Reviewers were to add to or delete from the subjects list and indicate knowledge levels required in each subject. AFIS/INT was to consolidate the Air Force position, negotiate significant disagreements, and provide the Air Force MCBOC training requirements to the Defense Mapping School.

5. AFIS/INT was to assemble a list of potential short courses applicable to various MC&G positions and forward them to organizations with 57XX personnel for review and validation.

6. AFIS/INT was to distribute the schedule of instruction for the Intermediate and Advanced Geodetic Surveying courses to five specified organizations for their review and then was to consolidate them for forwarding to the Defense Mapping School.

#### Requirements for MC&G Officers Course

Subsequent to the Education and Training Requirements Conference, the MC&G division assembled the initial course for Air Force MC&G officers, consisting of a common track with the other military service's followed by a specialized Air Force track. On 10 September 1984, the division sent the course requirements to the Defense Mapping School. Subjects to be covered in the specialized track included geodesy; photogrammetry; digital data; automated cartography applications; systems development impact on MC&G production; strategic and contingency planning; sensor exploitation and crisis support; DOD, DMA, and AF policies on MC&G; AF organizational structure and interface with DMA; AF planning documents; AF MC&G requirements process; AF weapons systems, INSSs, mission planning, targeting, and battlefield management systems.<sup>71</sup>

### Proposed EWI Program

Another result of the Education and Training Requirement Conference was INTB's proposal to AF/NPPE for allowing cartographic geodetic officers (AFSC 57XX), at the rate of about one per year, to train with industrial firms which used advanced state-of-the-art technology related to MC&G.<sup>72</sup> In justification of the proposal, INTB stated the following:

Advances in computer technology are allowing the manipulation and display of large quantities of digital data. In particular, the capacity exists to work with data derived from aerial photography and cartographic sources to produce simulated displays representing areas of the earth. This ability will satisfy the visual and radar display requirements of aircraft simulators, automated mission planning systems, battlefield management systems, and the production of specialized target materials for autonomous homing weapons and special operations. The technology is changing rapidly, with much of the improvement in techniques and capability being developed in industrial plants. An Education With Industry Program in this subject area will help the Air Force keep abreast of the state-of-the-art and enhance the competence of participating officers.<sup>73</sup>

The Air Force Directorate of Personnel Programs was unable to implement INT's proposal for fiscal year 1985, because EWI program quotas were already filled. The directorate did inform INT, however, that its proposal may be implemented for fiscal year 1986.<sup>74</sup>

### Review of Plans for Training New Junior Officers

On 13 November, Major Davey visited the Defense Mapping Agency Aerospace Center (DMAAC) in St. Louis, Missouri, to review DMAAC plans for training and developing newly assigned junior officers. During the 1984 DOD MC&G Conference executive session, questions had arisen concerning the desired qualifications and experiences expected from the numerous junior officers (approximately 10 percent of the 57XX career field) at the conclusion of their first tour at DMAAC. Major Davey met with DMAAC representatives to ensure that DMAAC's program for handling the junior officers would prepare them for subsequent assignment and be workable and productive for DMAAC and the officers themselves.<sup>75</sup>

### Attracting AFROTC Students to AFSC 57XX

In November, Major Davey made another trip in connection

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with personnel matters to HQ AFROTC, Maxwell AFB, Alabama. His purpose was to learn how INTB could attract and access appropriate college students to the cartographic geodetic career field through AFROTC. He reported, "We are welcome to contact selected AFROTC detachments for the purpose of recruiting cadets with desired academic qualifications. AFROTC recruiting operations will distribute a brochure on the Cartographic Geodetic Career Field to all detachments if we provide the master. . ."76

[redacted] As part of the same trip, Major Davey also visited USAFMP, Randolph AFB, attending Brigadier General Goodrich during briefings and meetings with AFMPC officials and coordinating 57XX personnel rotation plans with Palace Sentinel.77

CHAPTER III  
INTELLIGENCE EDUCATION AND TRAINING

DIRECTORATE OF JOINT SERVICES SUPPORT

DIRECTORATE OF SOVIET AFFAIRS

DIRECTORATE OF ATTACHE AFFAIRS

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## DIRECTORATE OF JOINT SERVICES SUPPORT

### MISSION

The Directorate of Joint Services Support (AFIS/INU) was the responsible Air Force activity for intelligence aspects of the Department of Defense Combat Survival Program, including analysis and production of intelligence information related to U.S. prisoners of war and detained personnel. It was responsible for all operational aspects of Air Force participation in resistance training programs, including guidance and coordination with all branches of the armed forces. It produced worldwide combat survival intelligence contingency guides and served as the executive agent's action for the Department of Defense code of conduct training program. It represented the Air Force on joint services and interagency committees and working groups which dealt with combat survival and prisoner of war policies and issues. It also provided hostage survival training to selected Air Force personnel and was responsible for all Department of Defense historian and librarian functions for the code of conduct.<sup>1</sup>

### ORGANIZATION

The directorate continued to be organized into two divisions; Code of Conduct (INUA) and Defense Support Programs (INUB). The former was divided to three branches: Training (INUAA), Production (INUAB), and Library Archives (INUAC). The latter division was also divided into three branches: Combined Support (INUBA), Antiterrorism (INUBB), and Technical Support (INUBC).<sup>2</sup>

### PERSONNEL

#### Key Personnel

Col. Ronald J. Webb continued as the director of the Joint Services Support Directorate. Lt. Col. Larry L. Ledbetter was the chief of the Code of Conduct Division, and Maj. Robert G. Dussault was the chief of the Defense Support Programs Division. CMSgt Richard E. Shear was the chief of Administration until his retirement in March 1984. SMSgt Wendell Newson assumed responsibilities as chief of administration in April 1984. Mr. Claude Watkins, the special assistant to the director, retired in August 1984.<sup>3</sup>

#### Manning Strength

In December 1984, the directorate was manned at the following levels:<sup>4</sup>

	<u>AUTHORIZED</u>	<u>ASSIGNED</u>	<u>PERCENT</u>
OFFICERS	7	7	100%
ENLISTED	5	5	100%
CIVILIANS	10	8	80%
TOTAL	22	20	91%

## TRAINING

### Debriefing of Lt. Goodman (USN)

On 17 January, Maj. Robert Dussault and Mr. John Mitchell participated in the debriefing of U.S. Navy Lt. Robert O. Goodman. Lt. Goodman was a naval flight officer, A-6 bombardier/navigator, flying a combat mission over Lebanon on 4 December 1983, when he was shot down, captured, and transported to DAMASCUS, Syria. He was interrogated for two days and incarcerated until his release on 3 January 1984.<sup>5</sup>

On 22 August, Mr. Mitchell, the chief of the Code of Conduct Training Branch, sent each of the Department of Defense Survival Evasion Resistance, and Escape (SERE) schools a copy of the debriefing intelligence report (IR). He included a statement of highlights and supplementary information to the IR, which were classified to protect those individuals who may have been subjected to a similar situation in the future.



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### DOD Evasion Charts

#### ACS/I Establishes Policy

On 12 April 1984, Maj. Gen. Pfautz, the ACS/I, established responsibilities for the development of Department of Defense (DOD) evasion charts. His action stemmed from a meeting 24 January 1984 between representatives of the Defense Mapping agency's Plans and Requirements Directorate (DMA/PR) and the ACS/I's action officers in the AFIS Directorate of Targets (AFIS/INT) and Joint Services Support Directorate (AFIS/INU). At the meeting, it was agreed that AFIS/INU should consolidate worldwide annual area requirements for evasion charts and forward them to AFIS/INT for validation and submission to DMA. AFIS/INT and AFIS/INU were to work together to review evasion chart specifications and to make recommendations to the ACS/I.

The ACS/I established three policies to unify all efforts related to evasion chart production:<sup>8</sup>

1. Requirements for plastic evasion charts will be established for tactical users, who do not require an excessive number of evasion charts for their relatively short-range missions. Development of a hand-held chart viewing device, with miniaturized maps and magnifying optics, will continue for strategic users, who would otherwise need to carry an impractical number of bulky evasion charts.

2. Unified commands will establish evasion chart requirements for their component commands, and will forward a single requirement to AFIS/INU. INU will review and consolidate all evasion chart requirements and forward them to DMA through the AFIS Directorate of Targets (HQ AFIS/INT).

3. Specified commands will forward their evasion chart requirements directly to AFIS/INU in accordance with para 5a(3)(f), JCSM 718-83. AFIS/INU will review specified command requirements and coordinate them with unified command requirements, and will forward them to AFIS/INT for validation and submission to DMA.

#### Meeting with DMAAC Representative

On 27 March, Capt. Paul R. Broshear and MSgt Charles W. Lovelady of the directorate, met with representatives of the Defense Mapping Agency Aerospace Center (DMAAC) in St. Louis,

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Missouri, to discuss and establish evasion chart specifications. Each item was discussed at length and no major problems were encountered. The representatives in attendance agreed to produce a prototype chart of the services' major SERE training areas in the CONUS instead of operational areas. Plant recognition data was to be provided by AFIS/INU by the end of January 1985. A tentative completion date of summer 1985 was set for the evaluation of prototype maps. Geographic coordinates of training areas were also to be supplied by AFIS/INU. The training areas chosen were for Fairchild AFB, Washington (USAF); Fort Bragg, North Carolina (USA); Cherry Point, North Carolina (USMC); Brunswick NAS, Maine (USN); San Diego, California (USN-USMC); Nellis AFB, Nevada (USAF-USMC); and Colorado Springs, Colorado (USAF).<sup>9</sup>

██████████ Some of the evasion chart specifications were the following:<sup>10</sup>

Names of features shown in both English and local language scripts

Ocean currents shown

Charts printed on spun-bound Olefin (Tyvek) or similar material to insure strength, wet-weather durability, weight, etc

Unprinted and holiday areas toned down for camouflage purposes

Small star chart positioned near one corner of the chart

Color pictures and textual descriptions of edible plants shown

In arid/desert regions, rules for finding water included

#### DOD Directive 1300.7 Revised

██████████ On 19 December 1984, the Deputy Secretary of Defense signed the revised DOD Directive 1300.7, "Training and Education Measures Necessary to Support the Code of Conduct." The revisions established a policy concerning the conduct of U.S. military personnel isolated from U.S. control during peacetime and required that AFIS/INU monitor and evaluate ongoing DOD Code of Conduct related training programs and establish and disseminate policies, procedures, and guidance for the Assistant Secretary of Defense for Manpower, Installations and Logistics regarding the training programs.<sup>11</sup>

[REDACTED] In part the guidance for U.S. military personnel isolated from U.S. control stated the following:<sup>12</sup>

[REDACTED] **GENERAL:** U.S. military personnel captured or detained by hostile foreign governments or terrorists often are held for purposes of exploitation of the detainees or captives, or the U.S. Government, or all of them. This exploitation can take many forms, but each form of exploitation is designed to assist the foreign government or the terrorist captors. In the past, detainees have been exploited for information and propaganda efforts, including confessions to crimes never committed, all of which assisted or lent credibility to the detainer. Governments also have been exploited in such situations to make damaging statements about themselves or to force them to appear weak in relation to other governments. Ransoms for captives of terrorists have been paid by governments, and such payments have improved terrorist finances, supplies, status, and operations -- often prolonging the terror carried on by such groups.

[REDACTED] **RESPONSIBILITY:** U.S. military personnel, whether detainees or captives, can be assured that the U.S. Government will make every good faith effort to obtain their earliest release. Faith in one's country and its way of life, faith in fellow detainees or captives, and faith in one's self are critical to surviving with honor and resisting exploitation. Resisting exploitation and having faith in these areas are the responsibility of all Americans. On the other hand, the destruction of such faith must be the assumed goals of all captors determined to maximize their gains from a detention or captive situation.

[REDACTED] **GOAL:** Every reasonable step must be taken by U.S. military personnel to prevent exploitation of themselves and the U.S. Government. If exploitation cannot be prevented completely, every step must be taken to limit exploitation as much as possible. In a sense, detained U.S. military personnel often are catalysts for their own release, based upon their ability to become unattractive sources of exploitation. That is, one who resists successfully may expect detainees to lose interest in further exploitation attempts. Detainees or captives very often must make their own judgments as to which actions will increase their chances of returning home with honor and dignity. Without exception, the military member who can say honestly that he or she has done his or her utmost in a detention or captive

situation to resist exploitation upholds DOD policy, the founding principles of the United States, and the highest traditions of military service.

#### Requirements for Levels Band C Training

[REDACTED] On 21 December 1984, three days after the signing of the revised DOD Directive 1300.7 Colonel Webb, the director of AFIS/INU, distributed to each of the military services the "Requirements for Level B and Level C Training in Support of the Code of Conduct," which provided the minimum training requirements necessary to implement Level B and Level C training as required by DOD Directive 1300.7.<sup>13</sup>

[REDACTED] In his letter accompanying the requirements, Colonel Webb stated the following:<sup>14</sup>

[REDACTED] In 1984, approximately 30 years after the signing of Executive Order 10631 establishing the Code of Conduct, approximately 20 years after the issuance of the original DOD Directive 1300.7, and almost four years after the establishment of a DOD Executive Agent, adequate and appropriately uniform Code of Conduct related training throughout the DOD still does not exist for military personnel of moderate or high risk of capture.

[REDACTED] Senior DOD personnel consider it time to make sweeping changes if we are to correct the situation. Therefore, this instruction is disseminated, as DOD policy, on behalf of the Assistant Secretary of Defense for Manpower, Installations, and Logistics.

#### Code of Conduct Education and Training Materials

##### Training Film "Tightrope"

[REDACTED] Throughout the year, the directorate coordinated with each of the military service's training departments on a training film for Levels B and C resistance, for individuals with moderate or high risk of capture. Robert L. Heckler, a contractor with the Defense Audiovisual Agency, wrote the script. On 11 January, the final draft of it was sent to each service, and each gave its approval for it. On 24 July, the directorate submitted a request through HQ USAF/XOORV to the Joint Services Audio-Visual Production Group for approval of the film as a joint service production. The film was approved. As of December, each military service was staffing the paperwork for the movie for funding purposes.<sup>15</sup>

The proposed title of the movie was "Tightrope," and it was to depict a captive environment in a non-descript Communist country. It was to show prisoners of war experiencing all aspects of captivity and coercive pressures as well as various aspects of the exploitation process. The product was to identify and teach the following resistance training subjects: 1) the exploitation process, including propaganda, indoctrination, and interrogation, 2) the pressures encountered in a captive environment, and 3) the methods approved by DOD to resist.<sup>16</sup>

#### AFRTS MEDIA Spots

On 2 March 1984, the director of INU requested that American Forces Information Service update certain Code of Conduct "spots" being broadcast over the Armed Forces Radio and Television Station (AFRTS) which were approaching their dates of obsolescence. The service approved the request, and on 9 November Mr. Mitchell of INU met with representatives from AFRTS to review and discuss concept/treatment proposals. Production of the new spots was expected to begin in early spring 1985.<sup>17</sup>

#### RIDGE RUNNER 84

The directorate conducted the Exercise RIDGE RUNNER 84 between 21 August and 4 September 1984 at Camp Dawson, West Virginia. This was the fourth exercise in an annual series of training exercises devoted entirely to the subject of evasion. RIDGE RUNNER provided a training program for selected members of all four U.S. armed services and of NATO, whose duties entailed 1) the teaching and/or briefing of evasion to combat personnel or 2) the conducting of basic, advanced, or continuation evasion training. A total of sixty-four enlisted and twenty-seven officers were on station by the manning of 22 August to participate in the exercise.<sup>18</sup>

Runners received classroom and field instruction plus briefings by guest speakers who told of their actual combat evasion experiences during World War II and Vietnam. Following this, they participated in a week of field maneuvers where they put to practice the principles and techniques received in the classroom. Additionally, the runners were exposed to a variety of realistic evasion conditions and circumstances that provided them with useful experiences and thus increased their credibility when they conducted future instructional sessions. Finally, the runners participated in small and large group seminars in which they shared experiences and insights with each other and discussed "lessons learned." All runners were afforded a further opportunity to express themselves through written critiques.<sup>19</sup>

[REDACTED] On 24 August, the runners were transported to the 1000-acre training area and received field instruction and supervised practice on the following subjects: 1) evasion field living, which included information on water, food, shelter, fire, care and use of clothing and equipment, 2) camouflage and hiding, and 3) day and nighttime navigation. Training commenced at 0800, 24 August, and terminated at 0300, 25 August, after the last student reported in from the night movement problem. One student was injured from a fall, received a mild concussion, was treated by medical personnel, and was subsequently released from the exercise.<sup>20</sup>

[REDACTED] Runner personnel were recovered and returned to Camp Dawson in six UH-1 sorties flown from the Army National Guard aviation facility at Parkersburg, West Virginia. As the runners were returned to Camp Dawson, they were met by a member of the exercise staff, and an initial debrief was conducted. Runners were asked if they stole or damaged any property. This was done to reimburse the local residents and maintain good relations. After a short welcome back on 3 September 1984, runners were divided into small seminar groups to review the entire exercise.<sup>22</sup>

[REDACTED] During the small group seminar sessions, a spokesman for the group was identified to make a presentation during the main debrief, and seven presentations were made by these spokesmen during this time. The subject matter of the presentation ranged from lessons learned and petty gripes to constructive, objective criticisms of the exercise. Additionally, students were asked to complete a written critique. At the end of the debrief session, RIDGE RUNNER certificates were presented to the runners by Lt. Col. Ledbetter. Closing comments were made and the official portion of the exercise was completed. At 0500, 4 September, runners and nonessential staff were out-processed. Bus transportation to the Morgantown, West Virginia, airport was provided.<sup>23</sup>

### Lessons Learned and Recommendations

[REDACTED] The following are RIDGE RUNNER 84 "lessons learned":<sup>24</sup>

[REDACTED] a. Based on critique documentation from the past four RIDGE RUNNER exercises, we perceive a need for a joint DOD advanced evasion training for aircrew personnel.

[REDACTED]

[REDACTED]

[REDACTED] d. Evasion charts printed on Tyvek are far superior to paper charts in durability, other uses and life expectancy.

[REDACTED] e. Additional evasion training for personnel in positions affecting evasion operations and planning is needed.

[REDACTED] The following are RIDGE RUNNER 84 recommendations:<sup>25</sup>

[REDACTED] a. Recommend that careful consideration be given to establishing a joint advanced evasion school for all DOD aircrew members.

[REDACTED] b. Recommend that RIDGE RUNNER be terminated for a period of one year in order to evaluate other avenues of reaching more personnel with existing resources/programs.

[REDACTED] c. Recommend evaluation of evasion portions of all command/JCS exercises by the executive agent action office.

[REDACTED] d. Recommend evasion continuation training programs for aircrews and intelligence personnel be evaluated to determine suitability/effectiveness.

[REDACTED] e. Recommend Tyvek spun brand orlifin be used to print evasion charts.

### SERE Seminars

[REDACTED] On 28-30 May 1984, Mr. Mitchell visited the U.S. Navy Survival, Evasion, Resistance, and Escape (SERE) School, Naval Air

Station, North Island, California, to conduct the resistance training seminar. His presentation was to approximately sixty-five SERE instructors and addressed the physical and psychological pressures of captivity, the exploitation process, and the use of DOD-approved resistance techniques. Also briefed were the interrogation: 1) friendly, 2) shock and surprise, 3) fear and despair, 4) threat and rescue, 5) accusations, 6) disgrace, 7) non-interrogator, and 8) electronic. On 10-21 November, Mr. Mitchell visited the U.S. Navy SERE School, NAS, Brunswick, Maine, to conduct another resistance training seminar. This was presented to approximately forty Navy SERE instructors and covered the same information presented at NAS North Island.<sup>26</sup>



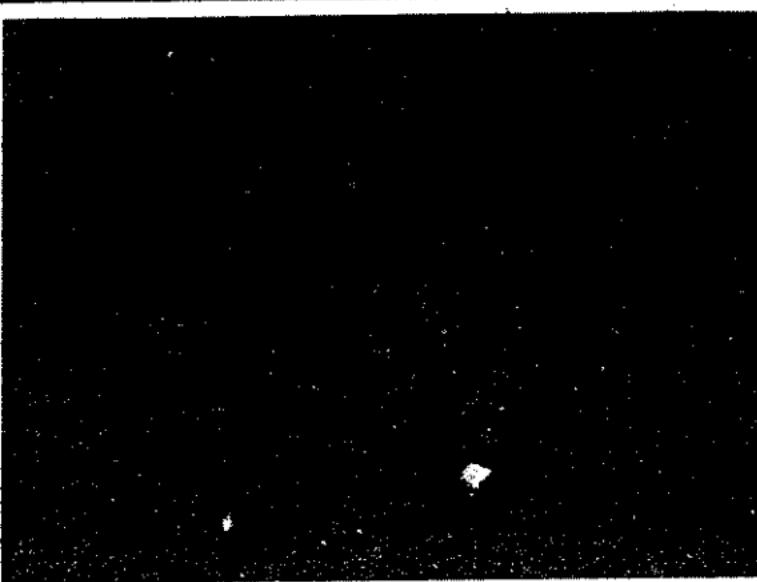
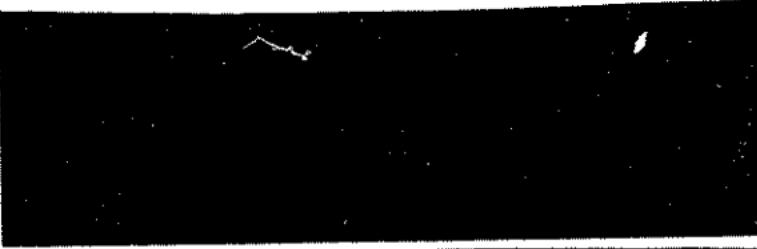
Representation at CTS Conference

On 27-30 November 1984, Major Dussault and Mr. Mitchell attended the Survival Course Training Standards (CTS) Conference (S-V80-A) held at Fairchild AFB, Washington. They attended as the representatives of the DOD executive agent (EA) for SERE training. The Air Training Command sponsored the conference. Although there was no requirement for ATC to invite AFIS/INU representatives to the conference, INU's participation appeared to have permitted personnel from HQ USAF/MPPTF and HQ ATC/DOM to better understand DOD-level concerns about SERE and Code of Conduct Training.<sup>27</sup>

At the conference, Major Dussault confirmed the following information, which would affect the USAF Code of Conduct training program:<sup>30</sup>

- a. The Military Airlift Command had an S-V80-A waiver policy for all crews with more than three years of flying time. Major Dussault recommended that INU take steps to get USAF/MPPTF

[REDACTED] MSGt Lovelady concluded that the information presented to aircrews by Det 2 personnel was up-to-date, informative, and presented in a professional and outstanding manner. At the very least, the Det 2 program could serve as a continuation training model for aircrews in the DOD. Also, the combat evasion/survival scenarios during GREEN FLAG 84-03 could be valuable to the INU Training Branch in the formulation of evasion tactics and policy and in writing the proposed joint evasion manual.<sup>39</sup>



to clarify the waiver policy. He asked, "Are MAC crews considered high risk? If so, they all need training. If not, none need Level C, technically."<sup>31</sup>

[redacted] b. There was a S-V80-A backlog of 8,919 active aircrews. "Obviously these 8,919 are not being adequately trained!" The major stated.<sup>32</sup>

[redacted] c. The training capacity for the S-V80-A program was governed by billeting facilities. The facilities which had existed during the Vietnam era, had been partially converted to offices for wing and squadron personnel. The conversion reduced billeting facilities and the capacity of the S-V80-A program by approximately 50 percent.<sup>33</sup>

[redacted] d. HQ ATC agreed to pursue joint service water training using the dunker model for helicopter pilots and crews.<sup>34</sup>

[redacted] e. The Arctic School, an environmental school, was regularly attended by both Air Force and Army aircrew personnel, which made the school a one-service operation with joint service attendance.<sup>35</sup>

[redacted] f. Some major commands wanted a desert school or some intense desert training.<sup>36</sup>

#### Participation in Exercises

[redacted] Personnel from the Training Branch (INUUA) participated in three major exercises in 1984, either as observers or as key players.

##### GREEN FLAG 84-03

[redacted] MSgt Charles W. Lovelady monitored Exercise GREEN FLAG 84-03 at Nellis AFB, Nevada, 11-17 March 1984. During the exercise he gathered information pertinent to operational evasion as implemented against the threat present during the exercise. The data was to be used in documenting operational evasion policy and tactics in the proposed joint operational evasion manual.<sup>37</sup>

[redacted] He observed the following segments of the exercise: F-15 pilot single evader scenario; combat survival training course; single evader combat extraction; and F-4 pilot single evader scenario. On the last day, he met with the commander and staff of Det 2 3636 CCTW to summarize the week's observations and discuss initiatives dealing with combat survival and operational evasion which were on-going or likely to arise in the future.<sup>38</sup>

Subexercise FLEETDEER 84

On 21 April - 12 May 1984, Lt. Col. Larry Ledbetter, Major Robert Dussault, and Mr. John Mitchell observed subexercise FLEETDEER 84 of FLINTLOCK 84, provided assistance to the HQ EUCOM exercise staff for other '84 and '85 exercises, and provided Code of Conduct related training to FLEETDEER exercise participants. They accomplished these tasks at HQ Special Operations Command Europe (SOCEUR), Patch Barracks, Vaihingen, Germany, and the Exercise Interrogation Facility (IF) at Nigold, Germany.<sup>43</sup>

The most significant area that needed improvement, according to the INU participants, related to the final exercise

debriefing and personal critique for the evader/POW participant. The purpose of that portion of the exercise was to reinforce learning derived from the exercise, to share experiences so other participants could learn from someone else's experiences, to discuss the group's performance from the exercise staff's point of view, and to provide an opportunity to answer questions that may have developed as a result of any phase of the exercise. The latter, according to the INU observers, included a very poorly planned effort to discuss and critique the participants' performance in the captivity and interrogation phase. The critiques were unstructured and achieved little or no learning benefit.<sup>44</sup>

The INU participants recommended the following:

That all future Fleetdeer exercises of similar participant size and including a captivity/interrogation phase employ approximately six qualified resistance training instructors from the USAF Survival School at Fairchild AFB, WA. These instructors could assist in the academics portion of the exercise but more importantly could develop and conduct a structured participant critique/feedback portion of the exercise to achieve maximum learning benefit. Another benefit resulting from these resistance training instructors relates to the HUMINT interrogators. The latter would no longer be encumbered with the requirement of providing the evader/POW a critique during the exercise debriefing. This would allow the interrogators to concentrate on their profession of interrogation and not place on some of them the burden to provide guidance relating to the resistance training. This recommendation has been discussed with the exercise director, the Chief of the exercise IF, and the Commander of the 3612CCTS. They favor the recommendation and plan to implement the recommendation in next year's exercise. NOTE: If qualified resistance training instructors are not employed in future exercises of this type, the interrogation/resistance training portion of the exercise would not be in consonance with DOD policy.<sup>45</sup>

[REDACTED]

Evaluation of USAFA SERE Program

██████████ Personnel from the Training Branch conducted an evaluation of the Air Force Academy's Survival, Evasion, Resistance, Escape (SERE) Training Program from 3 to 16 June 1984. This was done in accordance with DOD Directive 1300.7 and AFR 50-16.4g

██████████ Some of the conclusions were the following:<sup>50</sup>

- ██████████ 1. The SERE Training Program met Level C requirements of DOD Directive 1300.7.
- ██████████ 2. The Resistance Training Laboratory (RTL) and Field Training were well organized and professionally conducted.
- ██████████ 3. The academic presentations prior to the RTL and Field Training were not of the high quality observed during INU's evaluation conducted in July 1982 and barely met DOD 1300.7 requirements.
- ██████████ 4. The survival portion of the SERE program was oriented to a peacetime situation with the objective being to stay alive until someone friendly located and rescued the survivor. DOD SERE training policy dictated that all SERE programs be combat oriented. The emphasis had to be on developing realistic training which provided the student the ability to stay alive in a combat environment, prevent an

enemy from capturing him or her, and successfully evade and ultimately return to friendly control.

[REDACTED] The evaluators sent the USAFA six and one half pages of recommendations for improving the academy's SERE program. Colonel Webb stated, "This Directorate remains eager to assist CWI in its continuing efforts to provide quality training."<sup>51</sup>

#### Review of Manuals and Course Standards

[REDACTED] Personnel from the training branch reviewed three manuals during the year and proposed course training standards for course S-V80-A.

AFM 64-XX

[REDACTED] In February, Colonel Webb sent to the USAF/MPPTF and ATC/DON a thirteen-page critique of the proposed survival manual AFM 64-XX. The directorate's general recommendations were to reformat the document to address subjects by geographical zone, to scrutinize the document for copyright infringements, and to carefully edit to include standardization of style and readability.<sup>52</sup>

AFM 64-5

[REDACTED] In May, Colonel Webb sent ATC/DON four and a half pages of suggestions to correct draft AFM 64-5. A major suggestion was to adopt an AF Form 1000 suggestion, entitled "Combat Survival Checklist," or a substitute Chapter 1 for AFM 64-5. The list consisted of eight parts: 1) After Landing, 2) Moving to a Hold-Up Site, 3) Selecting a Hold-Up Site, 4) Actions to Consider at a Hold-Up Site, 5) Movement and Travel Considerations, 6) Movement and Travel Techniques, 7) Recovery Site Selection, and 8) SAR Communication Procedures.<sup>53</sup>

Army FM 21-76

[REDACTED] On 18 October 1984, Lt. Col. Ledbetter informed the commander of the Army's JFK Special Warfare Center, Special Forces School, SERE Division, that Army FM 21-76, Survival, was in compliance with DOD training policy. He also sent sixteen pages of recommended changes to the text and appendices. Staff from INU believed that the manual, because of its format, content, and style would be widely used throughout the DOD SERE training community.<sup>54</sup>

### ATC Course Training Standard

On 30 April 1984, the directorate informed HQ USAF/MPPTF that its personnel had reviewed the proposed course training standard for course S-V80-A, Basic Survival, and found that the document complied with Department of Defense policy. Four minor suggestions were offered to improve the document. Colonel Webb concluded by stating, "We applaud the new course description's emphasis on 'combat survival.' This approach reflects the DOD position that all SERE training must stress the combat environment with only minimum attention given to a non-hostile situation."<sup>55</sup>

### ATC Course S-V80-A

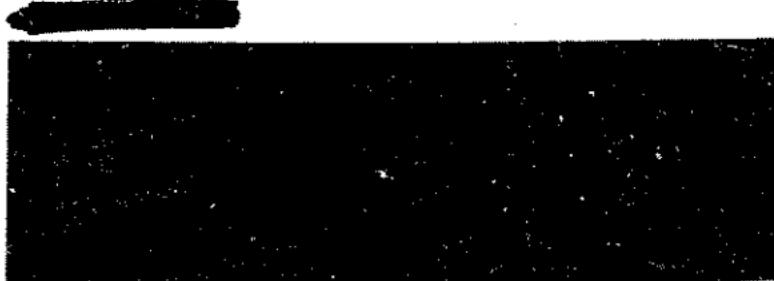
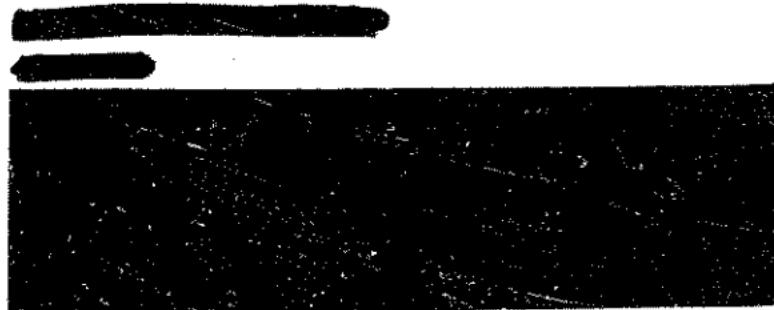
From 10 October to 25 October 1984, the INU directorate conducted an evaluation of the Air Training Command Course S-V80-A at Fairchild AFB, Washington. In his general comments Colonel Webb stated that the quality of instruction observed was some of the finest observed within the Department of Defense. The instructors and supervisors observed demonstrated professionalism in every regard and were obviously dedicated to maximum student learning. Some areas of training, however, did require changes, and these were sent on 30 November.<sup>56</sup>

### Special Experience Identifier for E&E

In May the directorate requested that HQ USAF/MPCRPOI revise the special experience identifier "T2," which was the SEL for evasion and escape (E&E) operations. The suggestion revision read "Requires completion of USAF Combat Survival School, participation as an evader in at least one additional field evasion exercise, and three years experience as an E&E instructor in a fighter, bomber, FAC or special operations flying unit."<sup>57</sup>

The proposed revision substituted "three years experience as an E&E instructor in a . . . flying unit" for the original "18 months experience in E&E staff duty." This was to insure that individuals had first-hand experience with real-world E&E considerations before being assigned to E&E staff duty. The proposed revision also deleted the requirement of "participation in the management of E&E operations during at least one field training exercise." Managing an E&E exercise was actually part of the job description of an E&E staff officer, and individuals usually met this criteria after they had worked as an E&E staff officer.<sup>58</sup>

The request was approved without revisions.<sup>59</sup>



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## LIBRARY ARCHIVES ACTIVITIES

### Transferral of Code of Conduct Historian-Librarian Function

██████████ A conference on the transferral of the Code of Conduct historian-librarian function to HQ AFIS/INU from the library of the 3636 Combat Crew Training Wing (CCTW) was held in February at Fairchild AFB, Washington. In attendance were Mr. John Milton, the librarian for the 3636 CCTW, Capt. George Ifland, representing HQ ATC/DON, and from INU Lt. Col. Larry Ledbetter, Mr. John Mitchell, and Mr. Karl Owens. Mr. Owens, who was the chief of the Library Archives Branch (INUAC), inventoried most of the CCTW's library holdings of unpublished documents and arranged for copies of key bibliographies to be forwarded to INUAC.<sup>67</sup>

██████████ At the conference the following points were agreed upon:  
\*  
upon: 65

██████████ a. AFIS/INU will assume the functions of historian and librarian as outlined in AFR 50-16.

██████████ b. All requests for SERE related information originating outside the 3636 will be funneled through AFIS/INU for resolution.

██████████ c. The 3636th library is no longer required to collect Code of Conduct related material as required by DOD 1300.7.

██████████ d. HQ ATC retains responsibility for and authority over the 3636 library function.

[REDACTED] As of 1 March 1984, the IAH directorate assumed the responsibility for the Code of Conduct librarian and historian function.<sup>69</sup>

#### Building a Reference Library

[REDACTED] Since the directorate was responsible for Code of Conduct librarian and archival functions, Mr. Owens worked to systematically expand the directorate's holdings.

#### Registration with DTIC

[REDACTED] On 17 July INUAC's application was approved for registration with the Defense Technical Information Center (DTIC) for the acquisition of scientific and technical information services. A quantity of SERE subject documents had already been entered into the DTIC data base by the 3636 CCTW (ATC) library prior to transfer of the historian-librarian function to INUAC. Registration with DTIC was expected to give INUAC direct librarian access to these and other materials either in microfiche or hard copy. The branch could also enter selected items into the DTIC data base for the convenience of military schools and other authorized users and to help moderate the direct demands upon the services.<sup>70</sup>

#### Contact with AFHRC and AUL

[REDACTED] On 16-27 July, Mr. Owens performed his annual reserve active duty tour at the Air Force Historical Research Center (AFHRC) and Air University Library (AUL) at Maxwell AFB, Alabama. He produced a Code of Conduct bibliography there and established points of contact with the archivists and librarians at these facilities.<sup>71</sup>

#### Registration with Army Library

[REDACTED] In October, Mr. Owens made an initial visit to the office of Ms. Ruth Mullane, the chief of the Reader Service Branch, the Army Library (Pentagon), and made arrangements for INUAC to be officially registered with the Army Library, thus allowing INUAC official access to all of the library's services, including its data bases. He also discussed updating of the Army Library's prisoner of war bibliography that was published in March 1972 and last supplemented in February 1980. Ms. Mullane suggested that INUAC write a letter to the Library's director, Ms. Dorothy A. Cross, explaining our mission, and its need for the Army Library's support, which was done. As of December, no decision had been made regarding the update. On 7 December, Mr. Owens again visited the library and officially registered INUAC in the name of "DOD Code of Library." Mr. Owens and Mr. John Mitchell were listed as the authorized users.<sup>72</sup>

### Survey of Brunswick SERE Library

From 19 to 21 November, Mr. Owens accompanied Mr. Mitchell on a TDU trip to the Navy SERE School at Brunswick, Maine. His purpose was to survey the SERE reference library and meet with the staff. Mr. Owens participated in discussions with Mr. Odom, the SERE curriculum specialist, concerning the functions of INU's library and their reference facility. These discussions highlighted several areas in which INUAC and the SERE library could mutually support each other. Mr. Odom agreed to provide a bibliography of his holdings to INUAC, while INUAC agreed to provide copies of the six anonymous USAF POW debriefing summaries previously sent to the U.S. Air Force Academy SERE training program.<sup>73</sup>

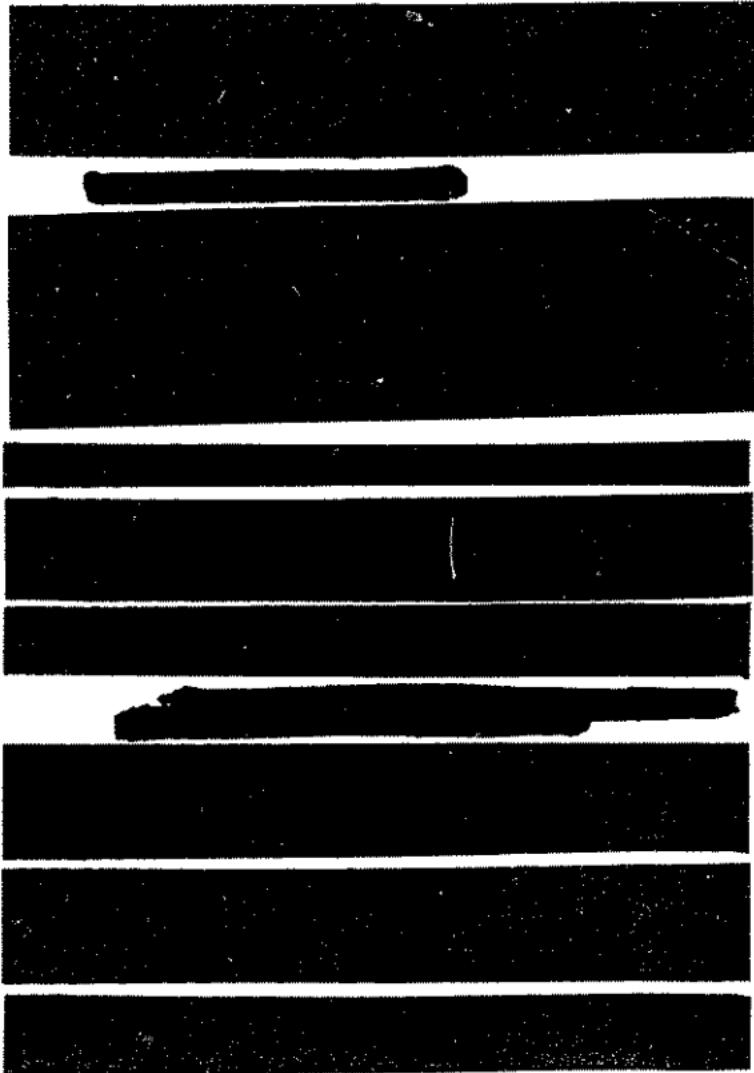
### Purchase of Books and Equipment

An initial request on 16 September for the purchase of published books on POW experiences was submitted to the Washington Area Contract Center (WACC). This, however, did not prove to be an effective way to rapidly build the INUAC reference library of books, as the WACC selected source did not deliver any of the books before the end of 1984. INUAC was considering a request for blanket purchase agreements with sources of its own selection. An equipment procurement package on 18 October was entered into the supply system for purchase of a portable microfilm camera and a universal microform reader-printer. Delivery of this equipment to INUAC was expected to be completed sometime in January 1985.<sup>74</sup>

[REDACTED]

[REDACTED]

[REDACTED]



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## JOINT SERVICES SUPPORT

### Antiterrorism Activity

#### Representation on ATG

 In January, the chief of staff of the Air Force directed that an ATG be established. The group's charter was to examine terrorism as a new form of armed conflict, review capabilities to combat it, identify weaknesses in the Air Force's ability to meet the increasing threat, and recommend appropriate courses of action. General Scheidel, who was the assistant inspector general for Security Police, chaired the group, which had representation from across the Air Staff. Maj. Robert Dussault of the Directorate of Joint Services Support represented AFIS/INU as a member of ATG's Antiterrorism Training Subgroup, which first met 27 January 1984. He briefed the members on INU's antiterrorism training and education responsibilities.<sup>79</sup>

 By 16 May 1984, the ATG completed its review and reported its findings. In the group's "USAF Antiterrorism Task Group Report on Air Force Capabilities to Combat Terrorism," the

following section reported on AF/IN and AFIS activities regarding antiterrorism.<sup>80</sup>

[REDACTED] Representatives of AF/IN provide briefings to a number of DOD agencies on how to survive hostage situations with honor. The briefings were initiated shortly after the seizure of the US Embassy in Iran in November 1979. To date, over 5,000 personnel have been briefed. Regular recipients of the briefings include students at: the Defense Intelligence College, the Marine Security Guard School, the Defense Institute of Security Assistance Management School, the National Defense University, the Department of State's "Coping with Violence Abroad" course, and the USAFSDS "Dynamics of International Terrorism" course.

[REDACTED] After reviewing a draft chapter for the Air Force Antiterrorism group and discussing issues with AF/XOXP/IGT and MPPTF, Colonel Webb, the director of INU, was fully supportive of AF/IGT becoming the central antiterrorism peacetime hostage survival manager responsible for validation and prioritizing peacetime hostage training requirements. He stated, "We concur with all portions of the revised draft. . . wherein AF/XO's replacement of AF/IGT management has been rescinded.<sup>81</sup>

[REDACTED]

[REDACTED]

[REDACTED]

### Quotas for BIT Course

Early in 1984, the INU directorate requested and received two training quotas for attendance at the Dynamics of International Terrorism (DIT) Course, offered at Hurlburt Field, Florida. A one-person quota for each of the April and June DIT courses was also requested. The directorate justified the attendance based upon its responsibilities to under AFR 208-1, "U.S. Air Force Antiterrorism Program," DOD Directive 1300.7, "Training and Education Measures Necessary to Support the Code of Conduct," and the development of the HIT program.<sup>85</sup>

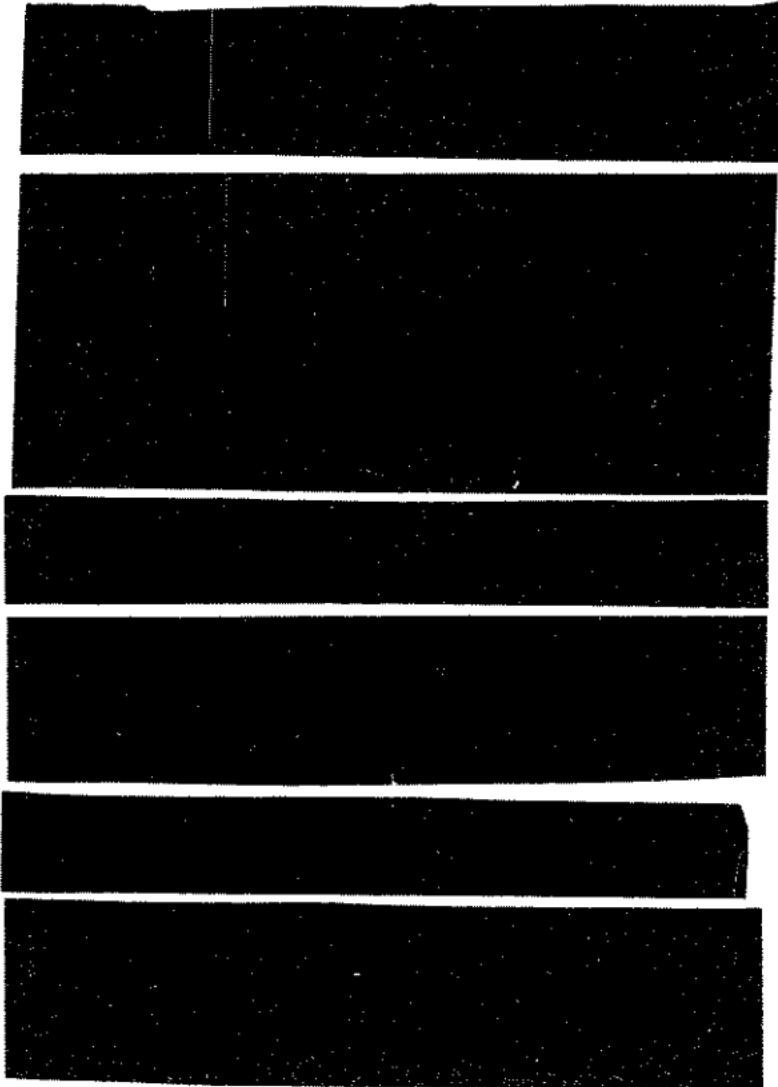
### Production of Film

From 3 to 7 December, a film about surviving peacetime hostage captivity was made in and around Fort Belvoir, Virginia. A professional actor and members of the INU directorate participated in acting out the film's plot. Capt. James C. Stevens and M<sup>sgt</sup> John K. Fristoe were the technical advisors and managers of the film, which was made primarily for Air Force personnel in or traveling to high risk areas.<sup>86</sup>

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DDO E&E Program

[REDACTED] Discussions of the Evasion and Escape (E&E) Working Group at the Worldwide Special Operations Conference, 5-7 December 1983, produced four actions designed to revamp the DOD E&E program. The four actions were the following: 1) publish a joint evasion manual and a joint escape manual, 2) review and change, as necessary, E&E equipment, kits, and charts, 3) coordinate and publish debrief procedures, and 4) publish, if required an E&E security guide.<sup>89</sup>

[REDACTED] As of September 1984, the INU directorate had accomplished the following regarding E&E:

[REDACTED] The joint evasion manual was in the final drafting

stage and had been reviewed informally by service representatives at Exercise RIDGE RUNNER84.

The joint escape manual was to be the first DOD attempt to assemble in one document escape procedures, techniques, and tactics. The directorate estimated that it could produce the manual by late 1985 or early 1986. If a shorter suspense was required, INU recommended that contractors' do the research, study and writing for the manual.

The directorate completed surveys of all DOD requirements concerning chart design and coverage area. The new plastic material for the maps was tested at RIDGE RUNNER 84, and all requirements were formally passed to the Defense Mapping Agency. Regarding the evasion chart viewer, INU was surveying DOD for the numerical requirement of devices to complete PUM actions, and it was redrafting a statement of need to reflect less stringent design requirements. With E&E kits, INU completed a review of the E&E survival kit concept and compiled comments and a proposal for improved kits.

The E&E security guide outlined program-wide security procedures to protect all classified information related to E&E under JCSM 716-83. The final draft of the guide was going through a final INU review.

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[REDACTED]

[REDACTED]

Law of War and Legal Matters

Law of War Workshop

[REDACTED] On 5-9 March 1984, Colonel Webb, the INU director, attended the Law of War workshop at the U.S. Army Judge Advocate General's School, Charlottesville, Virginia. Because INU was the action office for the secretary of the Air Force on all Code of Conduct and captivity related training in DOD, operational evasion and escape for the Joint Chiefs of Staff, as well as the provider of specialized training for peacetime hostage survival under the antiterrorism regulation AFR 208-1, INU requested and received positions for attendance at the Legal Aspects of Terrorism Course and the Advanced Law of War Seminar.<sup>93</sup>

Definition of "Prisoner of War"

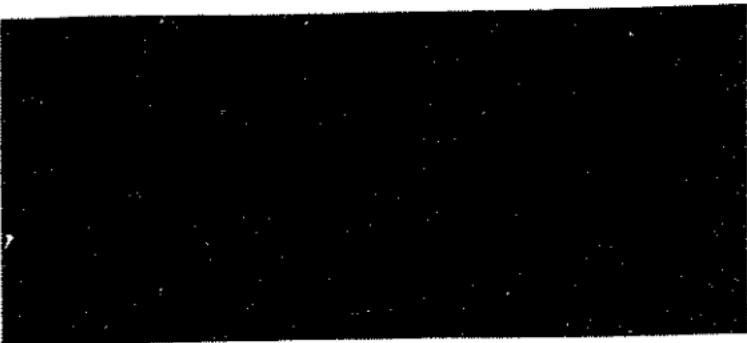
[REDACTED] In July, the DOD definition for "prisoner of war" for the JCS Pub 1, "DOD Dictionary of Military and Associated Terms," was submitted by HQ USAF/XOXID. The INU director had reviewed and commented on the proposed definition in December 1983 and July 1984.<sup>94</sup>

USCENTCOM Legal Conference

[REDACTED] On 5-9 November 1984, Lt. Stevens of INU attended the USCENTCOM 2nd Annual Legal Conference, MacDill AFB, Florida. Some of the topics of discussion were the following: rules of engagement, naval warfare, overflight, threat assessment, PW issues, and terrorism.<sup>95</sup>

NAM POW Briefing

[REDACTED] On 23 June 1984, Colonel Webb and Major Dussault gave a INU functions briefing to the Vietnam prisoners of war (NAM POW) reunion in Austin, Texas. Colonel Webb, himself a Vietnam prisoner of war, presented an overview of the DOD executive agent responsibilities related to Code of Conduct training under DOD Directive 1300.7, as well as an update concerning the DOD policy on Article V of the Code, as revised by the past Vietnam Blue Ribbon Defense Review Committee.<sup>96</sup>





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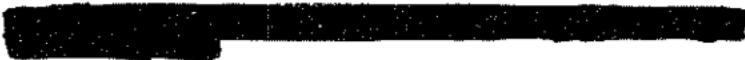


Secretary of the Air Force, Verne Orr, Jr., after his visit to the Directorate of Joint Services Support on 10 Feb 1984. With him are Colonel Ronald J. Webb, Director of INU, Colonel William B. Sherman, AFIS Vice Commander, and Colonel Jacques P. Klein, Mobilization Assistant to the Deputy Assistant Chief of Staff/Intelligence.



The staff of the Directorate of Joint Services Support (AFIS/IMU). Seated left to right: Major Robert G. Dussault, Colonel Ronald J. Webb (Director), Lieutenant Colonel Larry L. Ledbetter, SMSgt Wendell Newson. The ladies standing left to right: Sheila A. Epps, Barbara B. Fox. The men standing left to right: MSGt John K. Fristoe, Loreto J. Stracqualuris, Captain Clyde Lam, TSgt James C. Carmichael, John M. Mitchell, TSgt Allen Erickson, Richard Shear, MSGt Charles W. Lovelady, Karl W. Owen, Captain Paul R. Broshear, Captain Thomas R. McCabe, Captain James C. Stevens.

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## HOW TO FIND THE NORTH STAR



## ALTERNATE METHOD FOR FINDING NORTH STAR



1. Put up a stick or rod as near to vertical as possible in a level place
2. Mark the end of the shadow with small sticks or rocks allowing a short period of time between marks
3. A line drawn at  $90^{\circ}$  to a line through the markers will be a north-south line
4. The markers will progress toward the east during all seasons.



A section of the map used in Exercise RIDGE RUNNER. The map was prepared and published by the 30th Engineer Battalion (Topographic) (Army). The proponent agency was the AFIS Directorate of Targets (Mapping, Charting, and Geodesy Division).

**WAAPPATO (Sagittaria species)**

**Description:** Aquatic plants with distinctive, erect arrowhead-shaped leaf blades. Flowers are waxy white, 3-petaled, and grow in whorls of three near the tops of the flower stalks. In the fall the plants produce hard smooth potato-like tubers at the ends of long subterranean runners. These tubers may be several feet from the plant.

**Habitat:** Blooms in July and August along the borders of streams and ponds. Widely distributed.

**Uses:** Waappato was a major source of vegetable food for many tribes of Indians. The tubers form in the fall and can be prepared by any method that would be used for potatoes. Cooking dissipates the rather unpleasant taste of the raw tubers.

**SALSIFY (Tragopogon, 3 species)**

**Description:** Biennial or perennial herbs 1-4 ft. tall growing from fleshy taproots. Leaves are like broad grass leaves, forming broad rosettes or tufts. The first year, fresh parts have milky juice. The showy, spherical, dandelion-like white seed heads are 2-3 in across and are much more conspicuous than the yellow or purple flowers.

**Habitat:** Dry to moist soil along roads and in waste places. Blooms in June and July.

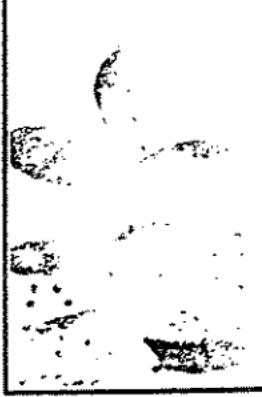
**Uses:** Roots should be used before the flowering stem develops. Scrape, slice, and cook them like carrots. Roots from the first year plants are best. The species *T. porrifolus* has been widely cultivated as a food because of its unusual flavor which resembles oysters.

**PoISON SUMAC (*Rhus vernix*)**

**Description:** A shrub or small tree 4-16 ft. tall with alternate, compound leaves having 7-13 leaflets on conspicuous, reddish, leaf-stalks. Bright green leaflets have smooth edges and are frequently turned upward. Loose, drooping clusters of small, greenish flowers grow from the axils of the leaves and are followed in late summer by white or pale yellow berries.

**Habitat:** Swamps and other wet places from Maine to Florida and Texas.

**Poisonous To Touch:** All parts of this plant contain an oil which frequently produces severe inflammation and blistering. Washing immediately after contact with strong soap may prevent further discomfort. As with poison ivy and poison oak, the best remedy is to learn to recognize this plant and to avoid it.



Three of the thirty types of plants shown on the specially designed map, "Camp Dawson and Vicinity," used in Exercise RIDGE RUNNER, sponsored by the AFIS Directorate of Joint Services Support.

## DIRECTORATE OF SOVIET AFFAIRS

### MISSION OF THE DIRECTORATE

The mission of the Directorate of Soviet Affairs (INC) was to carry out the U.S. Air Force Soviet Awareness Program, which was designed to keep each member of the Air Force informed and aware of Soviet doctrine, strategy, tactics, force structure, and combat employment. During wartime operations, the INC directorate was to provide: 1.) expertise on a wide range of Soviet military-political affairs to the Air Staff and other Washington area decision-makers, 2.) analysis of worldwide developments using past knowledge and current, all-source information, and 3.) quick-reaction translation and analytical services as necessary through utilization of AFIS reservists.<sup>1</sup>

### ORGANIZATION

In 1984, there were no major organizational changes within the directorate. It continued to consist of two major divisions, Literature Research (INCF) and Soviet Awareness (INCR).

#### Positions Realigned

Two positions were realigned, however, to provide better support for the Soviet Awareness Division (INCR). The change of an Inventory Management Specialist slot (AFSC 64550) to an Intelligence Operation Technician slot (AFSC 20170) was put into effect, and the latter position was filled during the summer 1984. The technician was primarily responsible for the upgrade and upkeep of the military display. Also, the 70270 administrative position within INC, responsible for support to the Soviet Awareness Programs, was temporarily moved to INCR to test the benefits of INCR having its own division administrative support. It was envisioned that this would streamline supervisory lines of control. A permanent change of this position was expected to occur in early 1985.<sup>2</sup>

### PERSONNEL

#### Key Personnel

On 1 September 1984, Col. Lloyd T. Moore, Jr., the former executive officer to the SAC/IN, replaced Col. George V. Wish as the director of INC. Colonel Wish was to retire in November 1984; however, he was extended on active duty for medical reasons. On 1 November 1984, Maj. Orr Y. Potebnya, formerly an Air Force Academy instructor, replaced Lt. Col. Larry Patterson as chief of the Literature Research Division. Lt. Col. Patterson

retired from the Air Force. Throughout the year, Lt. Col. William C. McDonald continued as the chief of the Soviet Awareness Division. Capt. Jack J. Nettis, Jr., formerly a briefer with the Soviet Awareness Division, replaced Maj. Robert Yablonski as the executive officer. Major Yablonski was transferred to the Defense Intelligence Agency, Attaché Affairs.<sup>3</sup>

#### Manning Strength

[REDACTED] As of December, the manning strength of the directorate was as follows:<sup>4</sup>

	<u>NO. AUTHORIZED</u>	<u>NO. ASSIGNED</u>	<u>PERCENTAGE</u>
OFFICERS	17	12	71%
ENLISTED	9	9	100%
CIVILIANS	5	5	100%
TOTAL	31	26	84%

[REDACTED] At year's end, three officer billets were vacant on the thirteen-man Soviet Awareness briefing team. One individual was reassigned to work for the deputy director for Intelligence and External Affairs, DIA. Another individual left to work for the USAF vice chief of staff, and a third was reassigned to the AF/IN-AFIS current intelligence briefing team. From the Literature Research Division, one of the officers went to work on the Moscow-Washington "hotline." It seemed to INC authorities that because of the high caliber of personnel within INC, other organizations, especially those with a briefing mission, looked at INC for recruits. Unprojected losses to INC often took six months to fill and another three to four months to train replacements, because it was difficult to find persons who had both the Soviet studies background and the briefing ability.<sup>5</sup>

#### Manpower Reduction Proposal

[REDACTED] In December, the AFIS vice commander requested that the directorate consider and respond to the proposal that INC identify one NCO position to lose for the effort by AFIS to identify ten positions that had to be cut by fiscal year 1986 in a mandated manpower reduction.<sup>6</sup>

[REDACTED] The directorate was "hard pressed" to identify a position, but eventually selected an individual within the Soviet Awareness Division (INCR), since the Literature Research Division (INCF) was already manned at one-third of its officer authorizations.<sup>7</sup> In making the selection, the director described the impact of the reduction as follows:

[REDACTED] INCR has a critical imbalance of officer/enlisted personnel under current manning. The 201XO incumbents are required to courier, process, disseminate, file and purge all daily traffic. They are responsible for proper cataloging, production, control, and maintenance of division audiovisual products. This division survives because people are here to perform these necessary functions while the team travels to present the Soviet Awareness Program. Removing one of the two Program 9 NCOs reduces our capability to maintain our program materials by 50%. The need to increase team manning has already been established to maintain our projected schedule. Loss of a 201XO will put greater strain on an already strained team. Immediate and long term consequences will be a reduced travel schedule, a less effective Soviet Military Power Week program, and an overall reduction in the quality of our highly regarded programs.<sup>8</sup>

The decision about which ten positions within AFIS to cut was to be made in early 1985.

#### RELOCATION TO BUILDING 1304

[REDACTED] By the end of the year, the directorate's move from Building 520 to the second floor of Building 1304 on Bolling Air Force Base was nearly completed. The relocation of INC and INCR was 85 percent accomplished, with only minor construction required to complete the relocation. A sensitive compartmented information facility (SCIF) still had to be built within the area of Building 1304 identified for use by the Literature Research Division, and was expected to be done in the autumn of 1985. Reservist support from the 459th TAW/CE at Andrews Air Force Base assisted with the selection. The new facility provided a more professional environment in which to present the Soviet Military Power Weeks, the Soviet Military Power Days, and other special programs. Also, the new classroom facility was larger than the previous one, capable of accommodating one hundred students instead of seventy.<sup>9</sup>

#### SOVIET AWARENESS

[REDACTED] The Soviet Awareness Division carried out the "spoken" or verbal aspect of the USAF Soviet Awareness Program by sponsoring the following:

- [REDACTED] 1. Soviet Military Power Week - A 5-day, 35-hour series of presentations. SECRET or higher clearance was needed to attend. Its coverage included Soviet ideology, Russian and Soviet history, Soviet society and economy, and a career profile of the typical Soviet officer and enlisted

person. Slides, videotapes, displays of Soviet publications, posters, and other items of interest were used in the course. It was presented monthly to Department of Defense audiences in Washington, D.C. and was listed in AFM 50-5, AFIS Course 001.10

2. Soviet Military Power Day - An 8-hour presentation at the SECRET level, using portions of the Soviet Military Power Week Course. It was presented approximately six times per year in Washington, D.C.<sup>11</sup>

3. Soviet Awareness Team - A traveling briefing team that conducted a 1-day Soviet military power presentations to U.S. military members worldwide. SECRET clearance was needed to attend. Base theaters were used for the briefing, which was made up of slides and videotapes. The team usually stayed two days at each base, but the time varied with the size of the audience to be reached. A 2-hour unclassified FOR OFFICIAL USE ONLY evening program was also offered for dependents and uncleared Air Force and Department of Defense personnel. The presentation was normally given in the evening while visiting bases.<sup>12</sup>

#### Statistics on Presentations

During 1984, the Soviet Awareness Division reached nearly 35,000 people through its various programs in the Washington, D.C. area and at bases worldwide. For 1984, attendance at Soviet Awareness presentations was as follows:<sup>13</sup>

- 25,923 - Attendance at the classified briefing at 49 bases
- 3,212 - Attendance at the unclassified night show on 29 of the 49 bases visited
- 765 - Attendance at 10 Soviet Military Power Weeks
- 526 - Attendance at 12 classified special briefings at Bolling AFB
- 139 - Attendance at 3 unclassified special briefings at Bolling AFB

The cumulative attendance figures from 1976 through 31 December 1984 were the following:<sup>14</sup>

- 209,773 - Classified programs
- 34,861 - Unclassified programs
- 395 - TDY deployments

#### Briefings at UPT Bases

In May, Brig. Gen. Chris O. Divich, DCS/Operations, HQ Air Training Command, requested that the ACS/I arrange to have the

Soviet Awareness briefings in Undergraduate Pilot Training (UPT) at each UPT base over a two-day period. He explained that the briefing was a requirement in UPT and had originally been presented during two days, thus allowing student pilots to attend the briefing and pilot training on alternate days. The one-day briefing caused pilots to have to make up lost training time on the weekends.<sup>15</sup>

In considering the request, INC explained that in 1980 because of manning shortages in the Soviet Awareness Division, UPT bases were cut to a one day visit each year. In 1984, to accommodate the UPT bases it was decided that the Soviet Awareness briefing was returned to a two-day per base schedule for UPT bases, which were Columbus, Williams, Laughlin, Reese, and Vance. To justify the time and expense of the visits, base permanent party personnel were to attend the briefings in large numbers. At each base other than Vance, the theaters were large enough to accommodate many others. UPT students would have priority in attendance.<sup>16</sup>

#### Responses to Briefings

Throughout 1984, the directorate continued to receive numerous letters commending the Soviet Awareness briefing team for its professionalism and outstanding presentations. Such letters, for example, came from the commandant of the Squadron Officer School, Maxwell AFB; the national security assistant to U.S. Senator John Glenn; the assistant director, Intelligence Division, FBI; the commander of the Sacramento Air Logistics Center; the general counsel of the Air Force; the deputy assistant secretary of the Air Force; the commandant of the Armed Forces Staff College; and the commandant of the Air War College, Maxwell AFB.<sup>17</sup>

#### Customized Presentation

The INC directorate made a special effort to tailor its presentations to special audiences, such as the attendees at the Brigadier General Orientation Course, held in two sessions in March and April. Since the new generals had sophisticated experiences, high education levels, and previous exposure to the Soviet Awareness briefings, there was no need for INC personnel to review basic Soviet doctrine.

Later, the ACS/I and DACS/I briefed the generals on intelligence trends.<sup>18</sup>

Request for Second Briefing Team

Through the annual budget process, the directorate made a request for three officer positions to enable the Soviet Awareness briefers to achieve a two-team capability of six members each. In justifying the request, INC stated that without the three positions, the briefing team had no time available for staying current in subject areas and in improving and updating briefings. Soviet Awareness visibility had increased with requests for lectures from the Office of the Secretary of Defense and the Office of the Secretary of the Air Force, and attendees at the briefings included general officers and presidential and congressional staff members. The Soviet Awareness team was unable to accept all requests and meet its requirements to visit each major Air Force base every three years, pilot and navigator upgrade training bases annually, and SOS, AFSC, ACSC, and the Air War College. Team personnel also had to be available to schedule deployments, coordinate visits with major commands and bases, review and establish curriculum, set up special presentations, and conduct training programs for new personnel.<sup>19</sup>

The three positions had been validated by AF/MPME during the fiscal year 1984 POM process, but were not funded. In the ranking of the ten AFIS initiatives for FY87-91 POM, the INC request was sixth. At the end of the calendar year 1984, however, prospects did not look good for the additional slots.<sup>20</sup>

Reserve Team Initiative

In June, the AFIS Directorate of Intelligence Reserve Forces proposed to the INC directorate that a Soviet Awareness Briefing Team within Detached Training Site (DTS) 45 of the AFIS Directorate of Intelligence Reserve Forces (AFIS/RE) be established. Its mission was to service Air Force Reserve and Air National Guard requests for Soviet Awareness briefings and to provide reserve support to the Directorate of Soviet Affairs. The team was to consist of seven members of DTS 45, who had an appropriate background for lecturing on Soviet matters and who were willing to travel TDY at least one weekend per month.<sup>21</sup>

The team project was identified as the "USAF Reserve Soviet Awareness Program (RSAP)" and was justified in part by the explanation that the active duty Soviet Awareness team had neither the manpower nor the time to include Reserve and Air National Guard units in their scheduled briefings, especially on training weekends.<sup>22</sup>

Discussions on some form of reserve participation in Soviet Awareness dated back to at least 1980. They resurfaced in 1982 in connection with Dr. Holman at the Defense Intelligence

Agency, a reservist and formerly with the INC directorate. The problems hindering the implementation of a reservist project were reserve limitations of man days and initial training time and currency. The effort to get the project started in 1984 received a boost from encouragement from the Air Force deputy assistant secretary for reserve affairs.<sup>23</sup>

At the end of 1984, the outlook for the project coming to fruition looked good. A memorandum of understanding between AFIS/RE and AFIS/INC was expected to be signed in 1985.

#### Upgrade of Soviet Awareness Facility

As a result of the visit by Secretary of the Air Force Verne Orr to the Directorate of Soviet Affairs in Building 520 on Bolling AFB in 1983, an effort was launched to upgrade the directorate's facility

[REDACTED]

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#### New Equipment

This year there were no major revisions in the curriculum of the Soviet Military Power Week presentation nor in the one-day eight-hour Soviet Military Power Day. There was, however, a continuous upgrading of the 35 mm slides and video clips to ensure the currency of presentations. In late 1984 new video players, a video recorder, and a projector were purchased. The video tapes used in the lectures could now be more current, because of in-house editing. In the past, all editing had to be done at the Pentagon, causing loss of man-hours in transit between Bolling AFB and the Pentagon.<sup>27</sup>

#### LITERATURE RESEARCH

During the year, the directorate's Literature Research Division continued to critically review authoritative and

influential Soviet writings on military doctrine, strategy, tactics, and operational art and to translate selected materials into English. The division was responsible for the following publications:

1. "Soviet Military Thought" series - Translations of selected books by Soviet military authors. Subjects covered included Soviet air operations and tactics, problems of contemporary war, military psychology, war and the army, and the revolution in military affairs. In 1984, the eighteenth volume in the series was published, D.A. Ivanov, V. P. Savel'yev, and P. V. Shemanskiy, Fundamentals of Tactical Command and Control. The book discussed basic principles, organization, equipment support, and monitoring of command and control activities, as well as information acquisition and processing, decision-making, and battle planning and management.<sup>28</sup>

2. "Studies in Communist Affairs" series - Unclassified monographs written by Western military and civilian authors. The six volumes published were Joseph D. Douglas, Jr., The Soviet Theater Nuclear Offensive; Paul J. Murphy, editor, Naval Power in Soviet Policy; Phillip A. Petersen, Soviet Air Power and Pursuit of New Military Options; Phillip A. Peterson, editor, Soviet Policy in the Post-Tito Balkans; Joseph D. Douglass, Jr. and Amoretta M. Hoeber, compilers, (Part I) Selected Readings from Military Thought, 1963-1973; Joseph D. Douglass, Jr. and Amoretta M. Hoeber, compilers, (Part II) Selected Readings from Military Thought, 1963-1973.<sup>29</sup>

3. Soviet Press Selected Translations (AFRP 200-1) - Translations of current Soviet military and political articles. The publication was bimonthly.<sup>30</sup>

The Soviet Military Concepts, a series of bimonthly FOR OFFICIAL USE ONLY issues, was discontinued, for two reasons: lack of manpower to do the translations/editing and redundancy with the project underway to translate the Soviet Military Encyclopedia.<sup>31</sup>

#### Notice to FBIS

The Literature Research Division continued to inform the Centralized Translation Service (CTS) of the Foreign Broadcast Information Service of its translation of books, as soon as the division initiated translation projects. The CTS served as the government's central repository of information on the existence of intelligence-related translations in progress or completed. The INC directorate voluntarily reports to the CTS.<sup>32</sup>

### Soviet Press Translations

#### Requests for Translations

Throughout the year, new requests for copies of the AFRP 200-1, "Soviet Press Selected Translations," came to INC. Some of the requestors were Teledyne Brown Engineering, Colorado Springs, Colorado, which had a contract with NORAD/SPACECOM; the Science and Policy Research Unit of the University of Sussex, England; the Office of the Adjutant General, Wisconsin, Department of Military Affairs, Madison, Wisconsin; the Sperry Corporation, Irving, Texas, which had a DOD contract with the U.S. Army; and the Office of the Air Attaché, Embassy of Australia, Washington, D.C.<sup>33</sup>

#### Request for Translator/Editor

In the annual budget process, the Literature Research Division submitted a request for one civilian translator/editor to work on the continued publication of AFRP 200-1, "Soviet Press Selected Translations," at its current length and quality. Two first lieutenants had worked on the series, one of whose billets was on Joan and was deleted at the end of the third quarter of fiscal year 1983. In the FY87-91 POM initiative, the request was ranked eighth in the top ten.<sup>34</sup>

### Soviet Military Encyclopedia Project

In September 1984, the Directorate of Soviet Affairs requested assistance from the AFIS Directorate of Intelligence Reserve Forces in initiating procedures to provide MSgt Winston Otterson a four-week training period to prepare him to work on a two-year project of translating sections of the Soviet Military Encyclopedia. The encyclopedia was the authoritative source for all essential Soviet military concepts, and its translation into English was to make possible an increase in the number of analysts who would be able to benefit from the information therein. The INC directorate wanted to ensure that its information was distributed within the intelligence community in a timely manner so that it was up-to-date and useable. The INC directorate was cooperating with officials in the Canadian National Defense Headquarters to have key sections of the encyclopedia translated.<sup>35</sup>

The INC informed the RE directorate that after MSgt Otterson's training period to learn a large Russian vocabulary in a great number of specialized military fields and to become proficient on the word processor, the INC would require his support for as long a period as he could be made available. By the end of the year, however, Otterson was not working full-time with INC.<sup>36</sup>

Soviet Military Thought Series

Volume 18 of the Soviet Military Thought Series, Fundamentals of Tactical Command and Control by D.A. Ivanov et al, was published in 1984. This book took years to prepare for publication, partly because the INC directorate had the book translated under contract with the Joint Press Research Service (JPRS), but was displeased with the quality of the JPRS's translation. Dr. Robert Moore of INCF undertook the project to improve the translation to make it suitable for publication. Also, numerous problems were encountered with the company doing the typesetting for the book.<sup>37</sup>

Another book in the series, Volume 19, The Soviet Armed Forces: A History of Their Organizational Development, was expected to be published in early 1985. The Canadian National Defense Headquarters was working on two other books, Armed Conflicts and International Law and Combined Arms Exercises. Combined Arms Exercises was subject to international copyright agreements, but request to the Soviets for permission to publish was not going to be made until the translation was completed, and INC was ready to begin processing the book. Otherwise, INC would have been unable to meet the deadline of eighteen months to publication, established with agreements with the Soviets.<sup>38</sup>

Announcement to All-Union Copyright Agency

There were no Soviet denials of permission to publish in 1984, because there were no requests involving books requiring permission. One condition of the copyright agreement, however, was that when a book had been previously requested and permission denied, another request for non-exclusive license may be made when seven years had gone by since the book was published in the original. This request might be more precisely called an announcement of intention, since no response was required from the Soviets. Three titles in various stages of progress were announced to the All-Union Copyright Agency in 1984: Problems of Military Systems Engineering by Druzhinin & Kontorov; The Initial Period of War by Ivanov; The Operational Art of the Soviet Air Force in the Great Patriotic War, edited by Timokhovich.<sup>39</sup>

**TRAINING**Attendance at Canadian Conference

Dr. Robert P. Moore of the Literature Research Division traveled to Ottawa, Canada, in October to attend the National Symposium on Linguistic Services, sponsored by the Canadian government, and to visit the Canadian National Defense Headquarters. The conference provided him an opportunity

to get better acquainted with word processing matters and to have conversations with individuals about shared problems. The most useful papers he heard delivered were about setting up terminology banks, computer-assisted translation, and training of translators. He also met with Maureen Cote of the Foreign Broadcast Information Service (FBIS) who had been given an outstanding analyst's award to spend a year studying military (and possibly other) terminology problems, the idea being to arrive at a suggested means of providing a community-wide terminology bank. The standardization of military terminology had long been a concern of Dr. Moore, and he felt that a terminology bank was an excellent idea.<sup>40</sup>

#### Formal and Informal Training

Other training included the attendance of several members of the directorate at the annual American Association for the Advancement of Slavic Studies Conference, held in New York City. Several members of the directorate also attended a conference sponsored by the Office of the Secretary of Defense with the Texas A&M Center for Strategic Technology, held in Washington, D.C.<sup>41</sup>

Informal training was acquired by attendance at local seminars and conferences in the Washington area. An especially beneficial series was the ongoing monthly sessions held at the Woodrow Wilson Center. These usually focused on political science topics, which were presented by well-known speakers and experts. The Kennan Institute held a weekly Wednesday luncheon session dealing solely with some aspect of the Soviet Union, its charted area of interest.<sup>42</sup>

Other formal training, especially for the travelling INCR team members, proved impossible because of the demanding travel schedule. As a matter of course, all requests for participation in the Squadron Officer School were denied due to manning constraints. The directorate saw no remedy in the near future for this undesirable situation, because of its shortage of qualified and experienced personnel.<sup>43</sup>

#### Trip to USSR

In July 1984, five personnel traveling in two separate tours were able to visit the Soviet Union for orientation and familiarization purposes. These trips enabled more people from the directorate to travel to more cities than ever before. In contrast, in 1983, the trip had to be cancelled when the Soviets declined to issue visas. In 1982, only four persons made the trip, and they were restricted to only Moscow and Leningrad.<sup>44</sup>

Planning for the July 1984 orientation visit to the USSR was much less complicated than that required for previous trips, because rather than relying on the directorate's resources and those of the U.S. embassy in Moscow, most of the arrangements in both the United States and the Soviet Union were done by travel agencies. Two agencies in New York were involved and one in Washington, D.C., through which the trips were booked.<sup>45</sup>

The first tour, 14 July - 29 July, was to Leningrad, Kiev, and Moscow and was made by Lt. Col. James Simpson, Capt. David Moore, and Mr. Michael Barry. The second tour, 11 July - 28 July, was to Moscow, Samarkand Uzbekistan, Tashkent, Irkutsk, Transiberian Railroad, Moscow, and Leningrad. Capt. Swider and Capt. Wilson made the latter trip. In addition to the basic familiarization mission, participants were charged with obtaining Soviet posters, books, and pictures to support the mission of the Directorate of Soviet Affairs.

The following are excerpts of reports on personal impressions of the Soviet Union by members of the directorate who made the trip there in July.

Lt. Col. Simpson: After my formal study of the Soviet Union and two years of service on the Soviet Awareness Team, I expected no major surprises in visiting the country. Indeed I found none. What I did find was an additional dimension and depth to what had been an educated but still two dimensional picture of the country before the trip. Some of my notions were dispelled, some modified, and others confirmed. More importantly I can now read or re-read others' accounts with more understanding of what they're trying to say. Of course any visitor to the Soviet Union sees only what the authorities want you to see but even that is enough for this purpose. The trip could hardly be termed enjoyable but it was very educational and is necessary for anyone who discusses Soviet society. It is important to note that the very fact that the Team was there adds tremendous credibility to what we say. This is not so much because of what we saw, but because of the mind set of the average American audience.<sup>46</sup>

Capt. Swider: My impressions of the visit are mixed. Many of the pre-conceived notions I had of Soviet society based on previous study were confirmed and many were dispelled. (Things I saw on this trip will help the team correct some factual errors, but more importantly to give more precise definition to what until now have been "always" or "never" statements). The single overriding impression that I have is how

untidy, disorderly, and chaotic the country is. It is so big and so poorly managed, so backward looking, so drab, so plain that it's no wonder the people feel inferior to the West and the developed world. Obviously, this is at least part of the source of feelings of inferiority, xenophobia, fear, paranoia, and insecurity. The Russian and Soviet culture experience can only intensify these feelings. If they weren't so stubborn and did not have such misdirected pride, they could almost be pitied.

I guess I could best express these impressions by relating an experience with our Leningrad Intourist guide. She was telling the story of the "storming" of the Winter Palace by the Bolsheviks during the October Revolution of 1917. She readily admitted that no great battle had occurred and that the bloodless coup had only 4 or 5 casualties. When I asked how that squared with the Soviet film director Sergei Eisenstein's movie "Ten Days that Shook the World," in which a valiant Bolshevik army stormed the bourgeois forces within the Winter Palace through shot and shell, she stopped and thought a moment. The pause was brief and her answer was to answer my question with a question. She said her version was correct and that the film was meant to impress; was I impressed? The Soviet facade is impressive, but it is usually just that, a facade. Like the facade on many of their buildings, it cracks and falls a lot.<sup>47</sup>

Capt. Wilson: While I wholeheartedly support Intourist arrangements over our previous method of travel, i.e. through the embassy, for reasons already enumerated, I believe one risk must be understood by INC personnel making such a trip. We are members of the United States Intelligence community and we are traveling in the USSR without diplomatic protections. Fortunately this posed no problems for our groups this summer; in fact, our Intourist guide gave no indication whatsoever that she was aware of any connection between us and the military, let alone the intelligence field. However, realistically one must understand that the potential for complications does exist and the decision for taking that risk must be a personal one. (Some INC personnel whose visas had been approved for this summer chose not to go for this very reason).<sup>48</sup>

Mr. Barry: The Intourist package tour, as we had expected, proved to be a tight schedule, with most every minute planned for. To my somewhat surprise, however, we were quite able to break off at any time,

alone or in small groups, and proceed most anywhere according to our own desires. Not once did I, or anyone else notice any surveillance. Our freedom to go out on our own and meet people seemed to be dependent on no more than our own stamina. For myself, almost all the essential insights that I gained from my trip came about off the beaten Intourist track. Intourist repeatedly showed us museums and restored (though inactive) churches and palaces. One or two of these is more than sufficient. I was left with the impression that in the atheist, worker state, how ironic it was their pride in showing the outside world their beautiful churches and lavish palaces. The point is that you see nothing but the splendors they want you to see. The key is to see some, get off the beaten track and see today's USSR, note the irony, and realize the deception.<sup>49</sup>

[REDACTED] On my trip we saw the three largest cities in the USSR (Moscow, Leningrad, and Kiev) at the best time of the year (summer). My strongest suggestion for improving this invaluable program would be to include small cities and different seasons and as much of rural USSR as possible. Such expanded experience would be of great value in broadening the Soviet awareness of directorate personnel.<sup>50</sup>

#### AFA "CITATION OF HONOR"

[REDACTED] At a special luncheon at its annual convention in September, the Air Force Association presented its "Citation of Honor" to the Directorate of Soviet Affairs. Attending the luncheon were numerous dignitaries of aviation history and the U.S. government. INC was originally submitted for the AFA's Vandenberg Award, but was finally selected for the "Citation of Honor."<sup>51</sup>



CAPTAIN WILSON OF AFIS/INC STANDING IN FRONT OF THE PETER AND PAUL FORTRESS, LENINGRAD, USSR, JULY 1984.



SEATED (LEFT TO RIGHT) CAPTAIN MOORE AND LT. COL. SIMPSON, AFIS/INC, AT A LENINGRAD RESTAURANT, JULY 1984.

## DIRECTORATE OF ATTACHE AFFAIRS

### MISSION OF THE DIRECTORATE

The principal mission of the Directorate of Attache Affairs (INH) was to develop capabilities for Air Force participation in the Defense Attache System (DHS), to monitor performance and results of that participation, and to exercise cognizance over Air Force aspects of the Attache program. The Defense Attache System was a joint military service activity, which since 1965 operated under direct control of the Defense Intelligence Agency.<sup>1</sup> In 1984 the distribution of positions in the system was as follows:<sup>2</sup>

<u>SERVICE</u>	<u>NO. OF POSITION</u>	<u>PERCENTAGE OF DAS</u>
Army	260	44%
Air Force	185	31%
Navy	119	20%
Marine Corps	25	4%
Total	589	100%

### MISSION OF THE AIR ATTACHE

The Directorate of Attache Affairs was located within AFIS, because a primary mission of an attache was the overt collection of intelligence information. The directorate described the four primary missions of an Air Attache as follows:<sup>3</sup>

1. The overt collection and reporting of military and politico-military intelligence information. The Attache has been the first link in the U.S. strategic warning system regarding an outbreak of hostilities, and collections and reporting is his primary mission.

2. Representation of the Chief of Staff and Secretary of the Air Force to the host country air force. The Attache is the key to the representational system, suitably placed to influence another country's air force to "marry" into U.S.A.F. equipment, tactics, doctrine, etc.

3. Foreign military sales. This part of the Air Attache mission is performed in a selected number of countries that have no U.S. military advisory group or mission. Due to the reductions in manning of military

advisory groups and mission, there is a growing trend to shift more of this responsibility to the Attaché.

4. Advisory role to the ambassador. In world crises and conflicts, Attachés are not only the Defense Department's eyes and ears, they are also heavily depended upon for their military expertise in the coordinated execution of U.S. policy, working with the presidential representative -- the ambassador.

#### POSITIONS WITHIN DAS

There were ninety-two Defense Attaché Offices around the world, and because some Attachés were accredited to more than one nation, they had responsibility for over one hundred countries. The Air Force positions in the DAS were assigned to sixty-three embassies. In twenty-one countries, the Air Attaché was also the senior service Attaché and was designated the "Defense Attaché", commonly referred to as the DATT. Defense Attachés who were Air Force officers served in the following countries: Argentina, Australia, Bolivia, Brazil, Canada, China, Czechoslovakia, Finland, Honduras, Israel, Oman, Pakistan, Philippines, Portugal, South Africa, Soviet Union, Sweden, Thailand, Turkey, United Kingdom, and Yugoslavia. In three countries, Brazil, China, and the Soviet Union, the DATT position was filled by an Air Force officer for two of every six years.<sup>4</sup>

The positions Air Force personnel were assigned to in the DAS were Defense Attaché (DATT), Air Attaché (AIRA), Assistant Air Attaché (AAIRA), operations coordination (OPS CO) -- similar to NCOIC position -- intelligence assistant, and aircraft mechanic.<sup>5</sup>

#### New Positions

In 1984, the Defense Intelligence Agency established four new officer positions within the Defense Attaché System to be filled by Air Force personnel: Air Attaché in Somalia and Nicaragua (actually filled in December 1983) and Assistant Air Attaché in Bolivia and Indonesia. Also, the Defense Intelligence Agency switched one enlisted intelligence assistant position from Peru to the Dominican Republic. The Defense Attaché in Peru had requested the change in order to provide a Navy intelligence assistant to coordinate ship visits.<sup>6</sup>

The four new officer positions brought the number of authorized Air Force attaché positions to 98.<sup>7</sup>

### Attache Manning Rates

	<u>No. Authorized</u>	<u>No. Assigned</u>	<u>Percent</u>
CY84	98	96	98%
CY83	94	92	98%

#### PERSONNEL

Col. James E. Steinmiller, Director of Attache Affairs, retired from active duty in the Air Force on 31 March 1984, and Col. Don B. Kincaid was appointed as the new director, effective 25 June 1984. Colonel Kincaid came to INH after being assigned as the Air Attaché in Japan. His appointment was in accord with the policy of the Assistant Chief of Staff/Intelligence which was to assign former Attaches to the INH director's position.<sup>8</sup> Prior to Colonel Kincaid's appointment, the last three directors were former Attaches.

Lt. Col. Edward D. Gillapsy continued as the Chief of the Officer Selection, Training, and Support Division, while SMSgt Kenneth E. Pool continued as Chief, Enlisted Selection and Administration Division. The directorate was manned according to authorized strength:<sup>9</sup>

	<u>Authorized</u>	<u>Assigned</u>	<u>Percent</u>
Officers	4	4	100%
Enlisted	8	8	100%
Civilians	1	1	100%
TOTAL	13	13	100%

#### ATTACHE SELECTEES

In 1984, in coordination with Headquarters USAF and the Air Force Manpower and Personnel Center, the INH directorate reviewed, evaluated, and nominated thirty-five officers to the Defense Intelligence Agency for service in the Defense Attaché System. The following is a comparison of officer selection statistics for 1984 and 1983:<sup>10</sup>

#### OFFICER SELECTION STATISTICS

	<u>CY1984</u>	<u>CY1983</u>
Total Panels	35	40
Approved	33	37

Disapproved	2	3
Withdrawn	1	2
Total Nominated to DIA	35*	36
Approved	35**	38
Disapproved	0	0
Pending as of 31 Dec 84	7	8

\* [redacted] Includes three prior Attaches approved for return tours into the UAS. For these officers and current Attaches requesting consecutive tours, the panel was usually waived. Formal nomination to DIA, however, was required. Therefore the total nominated to DIA exceeded the total approved by panels. There were no requests for consecutive tours in 1984.

\*\* [redacted] Includes eight left pending in December 1983.

[redacted] Of the officers approved by the panels in 1984, ten colonels were for Defense Attaché; nine colonels, two lieutenant colonels, and three majors were for Air Attaché; and one lieutenant colonel, one major, and nine captains were for Assistant Air Attachés.<sup>11</sup>

#### Attache Selection Panel

[redacted] The directorate again used panels during the process of selecting personnel for nomination to the Defense Intelligence Agency and the Defense Attaché System. The officer panels consisted of six members: the chairman, who was the Deputy Assistant Chief of Staff for Intelligence or his designated representative, and representatives from the Defense Intelligence Agency, HQ USAF/WPX, HQ USAF/CVAI, and HQ USAF/XOXX.<sup>12</sup>

[redacted] The directorate brought the potential Attaché and spouse to Washington to appear before the selection panel, the purpose of which was to determine if the husband and wife could work as a professional team and creditably represent the U.S. government, Secretary of Defense, Secretary of the Air Force, and ambassador, while acting independently for a highly visible official and social mileav. While in Washington, the candidate also had an opportunity to learn more about the Attaché program and pose questions about the Defense Attaché System and particular assignments and living conditions.<sup>13</sup>

#### Attache Selection Criteria

[redacted] The panels interviewed officers who were selected according to the following five criteria:<sup>14</sup>

1. GRADES - Captain through brigadier general.

2. REAL PROMOTABILITY - Outstanding record with no passovers.
3. ADVANCED DEGREES - Preference for degrees in international affairs or foreign languages.
4. LANGUAGE PROFICIENCY - Proficiency rating of S-3/R-3 required for most positions.
5. WELL-ROUNDED AIR FORCE CAREER - Volunteers encouraged, but officers must meet requirements.

#### **ENLISTED SELECTEES**

■ Enlisted personnel nominated for duty within the Defense Attaché System were usually staff sergeants through master sergeants, who were assigned as "intelligence assistants", and senior and chief master sergeants, who were assigned for administrative specialists and aircraft mechanics.<sup>15</sup>

■ As with fellow officers, selection panels interviewed enlisted candidates and their spouses. The panels consisted of seven members: the director of Attaché Affairs, the chiefs of the two divisions within the directorate, three senior NCOs from within the Air Force intelligence community, and a representative from the Defense Intelligence Agency. The following is a comparative summary of the panels conducted in 1984 and 1983:<sup>16</sup>

#### **ENLISTED SELECTION STATISTICS**

	<u>CY1984</u>	<u>CY1983</u>
Total Panels Conducted	22	22
Approved by Panels	22	21
Disapproved Panels	0	1
Nominated to DIA	47*	46*
Withdrawals before DIA		
Approval	2	2
Approved by DIA	44	42
Disapproved by DIA	1	0
Approved by DIA but		
Returned because of		
Incumbent Extension	0	1
Consecutive Overseas Tours	15	13
Prior Attaché Team Members		
Selected	4	5
Non-Volunteers Nominated**	3	0

\* ■ The number nominated to DIA exceeded the number approved by the panels because some persons were nominated for consecutive overseas tours or had prior Attaché service experience and no panel interviews for them were required.

\*\* ■ The non-volunteers were two staff sergeants for Zaire and Honduras and one senior master sergeant for Argentina.

Although the directorate had in other years nominated non-volunteers to the DIA, Lieutenant Colonel Gillaspy noted that such nominations in 1984 might be the start of a trend. He thought that terrorism was responsible for keeping some qualified personnel from applying for duty in the Defense Attaché System. Individuals already in training for the DAS had indeed experienced concern about the terrorist violence. Also, the colonel thought that recruitment for countries such as the Sudan, where starvation was widespread was difficult because Air Force personnel were reluctant to bring their families into such tragic conditions of life.<sup>17</sup>

#### TRAINING PROGRAM

After the selection process, the directorate designed a training program for the Attaché-designated, which was tailored to his needs, taking into consideration his background and the country to which he might be assigned. As a rule, each individual attended a twelve-week course at the Defense Intelligence College in Washington, D.C. Spouses were encouraged to attend the entire course and to join tours and attend seminars sponsored by the State Department. If necessary, an Attaché-designate and spouse attended a five to ten-month language course. Some officers required additional specialized training such as that involved with the C-12 aircraft. In those countries where the government was considering the purchase of an aircraft as sophisticated as the F-5, F-15, or F-16, or had already purchased such aircraft, the directorate arranged for a series of specialized briefings with the aircraft system's project officer and with factory representatives at the production line. The Attaché also attended a series of specialized briefings and consultations at the Defense Intelligence Agency, the Central Intelligence Agency, and the Pentagon. Prior to arriving on station, Attachés received briefings at the appropriate unified command.<sup>18</sup>

#### Language Tutor Program

Because of the critical importance of language fluency to the Attaché mission, the directorate funded a language tutorial program for the designates who had a significant period of time between completion of formal language training and estimated arrival on station. In 1984, languages were tutored for 338 hours at a total cost of \$4,873, an average expenditure of \$14.50 per hour. The languages were: Tagalog, 8 weeks; Russian, 11 weeks; Indonesian, 8.5 weeks; Korean, 11 weeks; Chinese Mandarin, 5 weeks; French, 15 weeks; Norwegian, 9 weeks; Italian, 15 weeks; and Turkish, 2 weeks.<sup>19</sup>

In-Country Language Training

██████████ Some designate Attaches also received In-Country Language Training (ICLT), which was language training conducted within various countries and was designed to supplement the formal language training at the Foreign Service Institute or Defense Language Institute. It allowed the designate Attache to become totally immersed in the language and culture of the host country. The main emphasis of the program was to increase speaking proficiency and daily language use. In 1984, five officers were sponsored for this training: Two in Mandarin Chinese for twenty-three weeks; one in Italian for four weeks; one in Japanese for twenty-eight weeks; and one in Portuguese-Brazilian for seven weeks. The total cost of the program was \$57,603. In addition, under the auspices of the ICLT program, the designated Assistant Air Attaché for Brazil attended the Brazilian Air Command and Staff course, which was taught in Portuguese-Brazilian.<sup>20</sup>

Naval Postgraduate School

██████████ To improve the qualifications of the Attaches, the INH directorate sent some designates to the Naval Postgraduate School in Monterey, California, for enrollment in a master's degree program sponsored by the Air Force Institute of Technology. The academic phase of the program lasted twelve months. Language training then followed, conducted by the Defense Language Institute, which lasted from six to twelve months, depending on the difficulty of the language. Upon completion of language training, the officers were awarded master's degrees in national security affairs.<sup>21</sup>

██████████ In 1984, the directorate sponsored four students at the Naval Postgraduate School. It also funded a guest lecture program there, for the benefit of attache designates. There were forty-three speaker presentations during the year, at a cost of \$9,528.78.<sup>22</sup>

On Station Language Use

██████████ During his staff visits to Africa and the Middle East in 1984, SMSGT Kenneth E. Pool, NCOIC, Attache Affairs, reported the following about language use on station:<sup>23</sup>

██████████ Monrovia, Liberia: The ARA said French language is essential for the Attache and desirable for the spouse. Presently, French language is not required for the AK, but both Major Underwood and MSGT Rauscher believe the language capability is highly desirable. MSGT Rauscher is a native French speaker and he said the language has helped him tremendously in his dealings

with airport officials throughout the country. It is my understanding future AM requisitions will call for French language qualification (S/2, R/2).

[REDACTED] Lagos, Nigeria: Language training is not required as English is spoken locally. However, the AIRA has had formal French language training as part of his degree program through the Naval Postgraduate School.

[REDACTED] Cairo, Egypt: language training is not required for enlisted personnel. Attaches are required to attend Arabic language training and both the AIRA and AAIRA said it was very beneficial, particularly in showing the capability and desire to speak Arabic when talking to senior Egyptian officials.

[REDACTED] Amman, Jordan: Arabic language is a requirement for the AIRA position. The AIRA said he doesn't feel the language is necessary to do the job. He clarified his comments by saying that unless an officer is completely proficient in the Arabic language, he is better off to use English as most all government officials and officers speak the English language. Based on our limited visit to Amman, I didn't have any problems communicating as most people did speak and understand English.

[REDACTED] Tel Aviv, Israel: Language training is not required for support personnel as English is commonly spoken throughout the country. Hebrew is required for Attaches and they commented even though not absolutely required to do the job, the effort and ability to speak Hebrew with senior Israeli officials is highly regarded.

#### SUPPORT ON STATION

[REDACTED] The directorate continued to provide support to the Attaches on station, assisting them with information items or referrals to those who were best able to provide the required answers. The following illustrate the type of assistance the directorate provided in 1984:24

[REDACTED] In February, the Air Attaché in Korea requested permission in advance to accept invitations for orientation rides in Royal Korean Air Force aircraft. The directorate contacted HQ

USAF/XOOTD, HQ USAF/CVAlI, and DIA/AT-3 and obtained the permission.

In February, the Defense Intelligence Staff Division of the Ministry of Defense Malaysia asked the Attaché there to provide a list of Attachés with ranks and dates who were accredited to Malaysia since independence in 1957. The directorate provided the list back to 1963 and stated, "We believe that based on the documents available that prior to 1963 the Air Attaché in Singapore was accredited to Malaysia."

The Commander of Southwest Composite Air Division (Japan) was awarded the Legion of Merit by the Commander Fifth Air Force (U.S. Air Force) when he departed his position. He had been trying to obtain extra ribbons to display on his uniform. In March, INH obtained the ribbons and forwarded them to the Air Attaché for presentation.

In April, the Air Attaché in China requested ten 8 x 10" color photos of 25 different NASA subjects, such as the space-lab and space shuttle, and three color wall posters of the same. INH obtained the negatives from NASA, arranged for the reprints to be made, and forwarded them to the Attaché for presentation to the Chinese.

In August, the Air Attaché in Peru sent INH a message saying he had been contacted by a woman who said that she was the divorced wife of a retired Air Force Brigadier General and was requesting to know if she was eligible to use U.S. military medical facilities. The directorate researched the request and found that according to Public Law 97-252 of the U.S. Code, the woman was not eligible because she had not been married for 20 years as required.

#### STAFF VISITS TO DAOs

From 10 to 27 September 1984, SMSgt Pool, the NCOIC of Attaché Affairs, and Maj. Gen. Walter R. Longanecker, (USAFR), retired, Special Assistant to the ACS/I (HQ USAF/IN), made a staff support visit to the Defense Attaché Offices (DAOs) in Monrovia, Liberia; Lagos, Nigeria; Cairo, Egypt; Amman, Jordan; and Tel

Aviv, Israel. From 1 to 20 November 1984, Colonel Kincaid and SmSgt Pool made a staff support visit to the DAOs in Hong Kong (Defense Liaison Office); Beijing, China; Manila, Philippines; Seoul, Korea; Kuala Lumpur, Malaysia; and Jakarta, Indonesia. The purpose of the visits was to enable these key personnel to become personally knowledgeable of the living and working conditions, dependents' environment, school facilities, travel and cultural opportunities, and family considerations at the Attaché posts in order to enable the directorate to better match candidates with Attaché offices and to realistically brief the designates about what to expect at their stations. Another important purpose of the visits was to show the NCOs and officers that the Air Force had not forgotten them and was still vitally interested in their morale and welfare.<sup>25</sup>

[REDACTED] In Africa and the Middle East, the cost of living for the DAO personnel presented some sharp contrasts:<sup>26</sup> The overall cost of living is high and the COLA was averaging \$10-15 per day for our families, depending on rank and number of dependents. Most of the families are ordering their grocery items from the commissary at Charleston AFB and it then comes on the C-141 MAC flight. The MAC flight is bi-weekly and it is a god send for our people, but it too requires a tremendous outlay of money at first because all ordering is by case lots only. Most of the DAO personnel said between the COLA and the commissary support they were living within their means and providing a good standard of living for their families.

[REDACTED] Lagos, Nigeria: The food cost in the Embassy Cooperative Commissary is very expensive and the shelves are bare sometimes because shipments haven't arrived or they have been tied up in Nigerian customs. The COLA in Lagos for an E-7 with three dependents was approximately \$14.00 per day and this extra allowance is allowing our folks to live a decent standard of living. The AIRA didn't feel the COLA was high enough, and I reminded the AIRA and OPSCO that they should stay on top of food increases both on the economy and in the commissary so they could make their COLA increase requests to the Travel and Perdiem Committee. All in all, the COLA is a necessity for Lagos and it is definitely helping our Attaché personnel.

[REDACTED] Cairo, Egypt: Cairo has a DOD commissary, APO, and excellent government quarters. The local economy shopping is very reasonable and generally all personnel were living a good standard of living with little or no financial burdens. All in all this is an economically sound assignment.

[REDACTED] Amman, Jordan: The local economy in Amman is very expensive and the rule of thumb according to the AIRA and OPSCO was most items and services are three times the cost compared to stateside. I did note, for example, a decent evening meal in the hotel we stayed was \$25 - \$30 per person. The DAO members are receiving a COLA and it is offsetting some of the costs, which is a big help.

[REDACTED] Tel Aviv, Israel: The local economy in Israel is expensive as compared to Stateside. However, there are many inexpensive outlets for our folks in Israel such as sightseeing and visiting many historical institutions. Restaurants are expensive in general and night club activities are very expensive. Most of the enlisted personnel do in-home entertaining and they indicated this as preference, not only financial. Overall, DAO personnel are living comfortably without financial difficulty.

#### AIR ATTACHE INCENTIVE SUPPLY PROGRAMS

[REDACTED] The Air Attaché Incentive Supply Program was a program whereby tasteful yet inexpensive items were given to individuals, organizations, or groups who were in positions to assist in developing social contacts. The program in 1984 operated on a budget of approximately \$23,000, with INH requesting that for 1985 the budget be doubled.<sup>27</sup>

#### NEWSLETTER

[REDACTED] The directorate continued to publish the newsletter Attaché Affairs. During the year, three editions were published, in April, September, and December. They reported information on such topics as changes in personnel policies, follow-on assignments of those departing station, consecutive tour assignment options, personnel changes, and convening dates of promotion and professional military education boards.<sup>28</sup>

#### MID-TOUR REPORTS

[REDACTED] The directorate's policy of requesting that Attachés submit mid-tour reports continued in 1984. The reports were used to improve the lot of the Attachés for the last half of their tours and were invaluable sources of information for the Attaché designates. The candid reports covered such topics as quality of life, family considerations, costs, Air Force support, problem-areas, pleasurable aspects of the assignment, and recommendations.<sup>29</sup>

## PROMOTION STATISTICS

Promotion rates for Attaches as a group were 15 to 40 percent higher than line of the Air Force over the last two years. The statistics were as follows:<sup>30</sup>

### ATTACHE PROMOTION STATISTICS

	<u>% AIR FORCE</u>	<u>% ATTACHE</u>	<u>NO. ELIGIBLE</u>	<u>NO. SELECTED</u>
CY84				
Col	43.6%	66.6%	3	2
LtCol	62%	80%	10	8
Major	78%	100%	8	8
CY84				
Col	43%	0%	4	0
LtCol	60%	83%	12	10
Major	77%	100%	8	8

Over the years, the captains eligible for promotion to major have had the best promotion rate, with everyone eligible consistently being promoted.

Statistics for enlisted promotions were as follows:<sup>31</sup>

### ENLISTED PROMOTION STATISTICS

	<u>% AIR FORCE</u>	<u>% ATTACHE</u>	<u>NO. ELIGIBLE</u>	<u>NO. SELECTED</u>
CY84				
CMSgt	23%	0%	6	0
SMsgt	12.8%	17.6%	17	3
Msgt	29%	28%	21	6
Tsgt	18%	33%	15	5
CY83				
CMSgt	17%	20%	10	2
SMsgt	15%	33%	15	5
Msgt	26%	57%	21	12
Tsgt	13%	29%	17	5

Over the two years, the enlisted personnel in the Attache System were usually promoted or at higher rates than their counterparts in the line Air Force.

### UNSCHEDULED RETURNS FROM STATIONS

Two officers and four enlisted personnel returned unscheduled from their duty stations in 1984. The DATT in

Venezuela was curtailed for reasons pertaining to personality conflicts within the DAD and the DATT position changing to an Army position. Upon his departure, he had served fourteen months of the three year tour. The DATT in the United Kingdom requested and was granted curtailment for personal reasons involving his family. Upon his departure, he had served thirteen months of the three year tour. A staff sergeant and a technical sergeant stationed in Israel were returned because of dependents' medical problems. A technical sergeant in China and a staff sergeant in Hong Kong were returned to the Air Force for reassignment because of unadaptability to the Defense Attaché System.<sup>32</sup>

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CHAPTER IV  
INTELLIGENCE SUPPORT

DIRECTORATE OF SECURITY AND COMMUNICATIONS MANAGEMENT

DIRECTORATE OF INTELLIGENCE RESERVE FORCES

DIRECTORATE OF PERSONNEL

DIRECTORATE OF INTELLIGENCE DATA MANAGEMENT

(See AF/INY CY1984 HISTORICAL DATA RECORD) \*

\*  
INY DID NOT PRODUCE ONE.

Deleted per 5 U.S.C. 552(b) (1)

the general officer level when they intertwined management headquarters with non-management headquarters activities.<sup>4</sup>

#### Directorate Structure

During the year the directorate continued to operate with its three subordinate divisions: Personnel Security Division (INSB), Management Division (INSC), and the Special Security Office (SSO) HQ USAF (INSD).

The Personnel Security Division (INSB) was divided into three branches, Adjudication, Billets, and For Cause/Due Process. In 1984 while the INSB branches remained the same, an administrative team was established in August to more effectively use administrative personnel.<sup>5</sup>

The basic three-branch organizational structure of the Management Division (INSC) remained the same in 1984: Operations and Policy Branch, Administrative Support Branch, and the Facilities Branch. There did occur, however, a functional reorganization within the division to enhance its capability to provide overall direction and supervision to the Air Force SCI program. Officers of higher rank were assigned to INSC, and the division requested and had approved the conversion of a clerk-stenographer position to a security position.<sup>6</sup>

In the latter part of 1984, the SCI Product Validation Branch (INSDR) was disestablished, and the duties, responsibilities, and two manpower positions were transferred to the Management Division (INSC). The branch was transferred to INSC as part of an effort to divest AF/INSD of "worldwide" items of responsibility, leaving INSD responsible for Air Staff and local support only. Since the Management Division (INSC) was responsible for the management of the "worldwide" SCI security program within the Air Force, the transfer more clearly defined local and worldwide responsibilities among INS divisions. The two manpower authorizations from the disestablished branch were incorporated into the Operations and Policy Branch of the Management Division. The Operations and Policy Branch was responsible for the general overall management of the Air Force SCI security program, except for physical security and TEMPEST accreditations, so it was the logical place to locate Air Force product validation.<sup>7</sup>

After the transfer, the Special Security Office HQ USAF (INSD) consisted of only two branches: Special Security Education and Training Branch (INSOE) and Special Security Operations Branch (INSDO). The transferral action pertained to only departmental SCI product responsibilities; SCI product responsibilities that affected Air Force activities within the National Capital Region

remained with INSD. As a result of the transferral, a new one person section was created within the Special Security Operations Branch (INSDO). This was the SCI Product Management Section (INSDOM) and was responsible for SCI product management and data base management for both the Requirements Management Distribution System (REMADIS) and the planned XEROX Message Processor (XMP) System.<sup>8</sup>

#### HANPOWER

##### Key Personnel

█████ Col. Robert B. Huey, Jr., continued as director of INS. Lt. Col. Raymond E. Abel, Jr., continued as the deputy director. Two division chiefs, Colleen M. Cornwell and Maj. Richard P. Viau, also continued to head the Personnel Security Division and the Special Security Office, HQ USAF (INSD), respectively. On 22 November 1984, Maj. Fred Allen, III, a former operations officer, replaced Lt. Col. William R. Burton as head of the Management Division (INSC).<sup>9</sup>

##### Manning Strength

█████ As of 31 December 1984, the manning strength of the directorate was as follows:<sup>10</sup>

	<u>NO. AUTHORIZED</u>	<u>NO. ASSIGNED</u>	<u>PERCENTAGE</u>
OFFICERS	11	9	82%
ENLISTED	46	45	98%
CIVILIANS	27	20	74%
TOTAL	84	74	88%

##### Manning Requirements

█████ Throughout the year, the directorate was continuously involved with activity to realign and upgrade positions within INS, especially the Management Division (INSC). In January, an O-3 captain's position was transferred from INSD resources to INSC.<sup>11</sup> The justification for this was as follows:<sup>12</sup>

█████ Mission requirements for USAF sensitive compartmented (SCI) physical security oversight and review are increasing at an annual rate of 14%. Duties require site inspection, evaluation of extensive documentation, accreditation, review and evaluation of waiver requests, exercise evaluation and representation

of the ACS/I to national level agencies. Since 1979, the number of SCI facilities (SCIFs) has increased 64%. The growth of the SCIFs has severely strained the one deep GS-12 physical security specialist position. The incumbent simply cannot be both in the field on an inspection/staff assistance visit and at the Air Staff responding to queries.

[REDACTED] On 24 January 1984, INS requested that the AFIS Directorate of Personnel and the AFIS Manpower and Organization Division implement a reorganization for INSC involving fifteen positions, all within INS control and supervision. The reorganization was approved.<sup>13</sup>

[REDACTED] In February, Colonel Huey, the director of INS, requested that AF/INPR approve the conversion of two enlisted authorizations, in strategic operations/policy and communications areas, to civilian authorizations, one a GS-7/11 and one a GS-9/12.<sup>14</sup> In justifying the request Colonel Huey explained the following:<sup>15</sup>

[REDACTED] There is great disparity between rank and responsibility within AFIS/INS when you consider the scope of tasks assigned to satisfy the ACS/Intelligence responsibilities for Sensitive Compartmented Information (SCI) system management. The SCI system is worldwide, cuts across every Air Force major command, and requires total involvement with and direction from the ACS/I. However, manpower authorizations within the Directorate are unusually "enlisted intense" (by authorization, 568 enlisted; by assigned 513 enlisted; with 16 of 21 assigned civilians enlisted equivalents).

[REDACTED] For whatever reasons,, the Directorate's authorizations have been allowed to stagnate over the years to the point where they provide an operationally unacceptable mix of maturity, insight, experience, training and rank to accomplish our mission. The problem becomes one of appropriateness for exercising authority necessarily inherent with assigned responsibilities.

[REDACTED] a. On a number of occasions, necessity dictated the use of TSgts and MSGts as Air Staff Action Officers, simply because there was no one else available to do the job.

[REDACTED] b. This has caused a general expression of concern from all involved since their authority to

act calls into question the appropriateness of the NCO's function.

[REDACTED] Fortunately, I have had NCO's who were experienced in the "ways" of the Air Staff because of the length of their assignments and their innate sense of survival. Nonetheless, they have always been out of their "depth" and routinely staffed actions where their counterparts were Majors or Lt. Colonels.

[REDACTED] In an attempt to rectify these shortcomings, I have reorganized, realigned, reviewed and modified all possible and conceivable actions. A thorough review of Air Staff intelligence manpower allocations revealed that AFIS/INS accounts for 17% of all enlisted personnel assigned to AF/IN-AFIS, and 47% of all enlisted personnel assigned to AF/IN. I am compelled to initiate action that will have long-term impact and bring some sense of correlation between grade and responsibility.

[REDACTED] This report was approved.<sup>16</sup>

[REDACTED] On 17 May 1984, the directorate again requested to and received approval from the AFIS Directorate of Personnel and the AFIS Manpower and Organization Division to realign six INS positions, involving the grades of senior master sergeant, master sergeant, and technical sergeant. The purpose of the realignment was to place a senior master sergeant's authorization from INSB resources within INSC.<sup>17</sup>

[REDACTED] Also with regard to manpower assignments, Colonel Huey requested that Maj. Fred Allen, III, who was head of the Management Division (INSC), be removed from his proposed assignment to Air Force Systems Command. Major Allen was a volunteer for an assignment with AFSC, but was not identified as a mandatory reassignment resource. The circumstances of INS's request were discussed with Major Allen, and he supported the request.<sup>18</sup> The justification for the request was as follows:<sup>19</sup>

[REDACTED] In his position within the Directorate of Security and Communications Management (INS), Major Allen is the principal involved in developing Air Force Sensitive Compartmented Information (SCI) policy, directing DOD projects for special Access Programs in the "black/white" community, and leading the Air Force MAJCOM SCI inspection staff assistance teams. In addition, the evaluation of Air Force Defense Special Security Communications System/General Service telecommunication center (TCC) consolidation, and the initiatives to defend, fund, schedule and construct selected Air Force Special Security Offices (AFSSOs)

and TCCs. These projects are phased for implementation through late 1985.

At the mid-point of these projects, the loss of Major Allen would be gravely disruptive not only to INS but to the Air Force by removing the essential element of continuity. Major Allen is fully trained and uniquely qualified with his Electronic Security Command background, previous multi-level AFSSO assignments, telecommunications training and Air Staff experience. Presently, there is no replacement for Major Allen and no realistic alternative.

INS has only eleven officer positions authorized with nine officers assigned. Of these nine officers, six were assigned within the past nine months. Couple this fact with the retirement of our senior civilian SCI policy expert (Mr. Roger Smith) in March 1984, and you can plainly see that the reassignment of Major Allen could not have come at a more inopportune time.

The AFIS Directorate of Personnel approved the request.

#### PROJECT MOVE

On 13 July 1984, Maj. Gen. Pfautz, the ACS/I, announced that after careful study he had decided that AFIS/INS (except the AFSSO) would vacate its space in the Pentagon and move to the second floor of building 520, Bolling AFB, to space which had been vacated by the Directorate of Soviet Affairs. The move was to occur as soon as renovations in building 520 were finished, estimated to be in February 1985.<sup>20</sup>

The reason for the move was to open up space in the Pentagon for the Directorate of Estimate's General Threat Division (AF/INEG). The division's location at Bolling AFB often precluded its personnel from making timely responses to taskings from the Air Staff and impeded their day-to-day working with the Force Structure Committee, AF/RD, AF/SA, and AF/XO.<sup>21</sup>

From July through December, INS held numerous meetings with the Bolling base civil engineers and an architect/engineering firm, discussing requirements for INS, INSB, and INSC to move to building 520. Special and regular telephones had to be relocated, cable service had to be expanded, and terminals and equipment for communications security had to be removed and re-installed. By December, the estimated date for the move to building 520 was October 1985.

## PERSONNEL SECURITY

[REDACTED] The personnel security function of the directorate was the responsibility of the INSB division, which managed the worldwide SCI personnel security program for Air Force military, civilian, consultant, and contractor personnel who required access to SCI. The division administered and initiated special background investigations (SBIs) for the five-year update program. It administered code "B" and "S" programs in accord with AFM 300-4 and administered "due process" procedures for SCI denials. It maintained the master personnel security files and the master copy of non-disclosure agreements. The division certified SCI clearances and authorized the indoctrination and debriefing of Air Force personnel for SCI information. It approved Air Force SCI billets and managed the entire Air Force SCI billet structure. It supported the Air Staff and AFIS for all SCI billet actions and maintained the master Air Force SCI billet rosters. It also maintained liaison with Military Department Intelligence agencies and other members of the intelligence community regarding SCI, personnel security, and billet matters. The division staffed all congressional and inspector general inquiries which were related to the SCI program, and it also managed the "For Cause" discharge program.<sup>23</sup>

### Statistics

[REDACTED] The management of the SCI Personnel Security Program consisted of an annual workload of 28,614 personnel/security cases adjudicated; 2,871 cases microfilmed; 26,618 file searches conducted; over 8,000 SCI billet requests processed; and 294 For Cause discharge actions processed. There were 15,978 special background investigations (SBI) processed, 7,261 periodic reinvestigations (PR), and 176 PRs backlogged.<sup>24</sup>

### Polygraph Use "Test"

[REDACTED] In 1984 Congress authorized a "test" under which 3,500 DOD civilian and military personnel and defense contractor employees were to undergo a counterintelligence (CI) polygraph examination by 30 September 1985 as conditions for employment in jobs with access to sensitive information. The Air Force was allocated a quota of 1,500 individuals to be polygraphed by the Air Force Office of Special Investigations. The congressional decision to allow the test program had no major impact on the INS directorate, compared with the impact caused by the decision to use the polygraph on all military personnel assigned or detailed to any National Security Agency organization. The INS directorate personnel hoped that the test in 1984-1985 would lead to congressional approval of CI polygraph use for all individuals currently in SCI status and future candidates nominated for SCI.<sup>25</sup>

For Cause Discharge Program

[REDACTED] On 3 January 1984, Maj. Gen. Pfautz, the ACS/I, rescinded the authority granted to the Electronic Security Command (ESC) on 25 May 1973 to close "for cause" cases under the Vance memorandum. The ESC had had limited authority to close such cases, limited to those of a routine nature. The ACS/I determined that delegating closure authority of Vance/Duncan "for cause" did not support the intent of current guidance from the Office of the Secretary of Defense and that the rescinding action would enable the Air Staff to provide standardized application of OSD/SAF policies across the Air Force.<sup>26</sup>

Request for Limited TS Clearance Authority

[REDACTED] On 3 February 1984, the ACS/I requested that the Air Force Inspector General assist with granting the ACS/I limited authority for granting TOP SECRET clearance in conjunction with SCI access for retired general officers. The justification for the request was that DOD 5200.1-R/AFR 205-1 permitted the granting of persons outside the Executive Branch access to classified information if doing so was advantageous to the government. Within the Air Force, the vice chief of staff was the only person authorized to grant such access. The procedures established in DOD 5200.1-R/AFR 205-1 required 120 days advance notification for processing such requests. The processing consisted of checks of the Defense Central Index of Investigations (DCII), Defense Industrial Security Clearance Office (DISCO), and a name check conducted through the Federal Bureau of Investigation.<sup>27</sup>

[REDACTED] The inspector general did not approve the proposal, stating the following: "DOD policy (para 7-107, DOD 5200.1-R) specifies that access to classified be approved by the head of the component or a 'single designee.' OSAS originally was reluctant to name a designee below the Secretariat level. For these reasons, an effort to designate the ACS/I as an approving authority is not likely to succeed." The inspector general went on to suggest an alternate arrangement. He authorized the ACS/I to submit requirements involving general officers directly to the AF/CV, thus eliminating the time-consuming process of going through AFOSP.<sup>28</sup>

Conversion to 4C System

[REDACTED] The Air Force conversion into the CIA sponsored Community-wide Computer Assisted Compartmented Control (4C) System was completed in June 1984 with a total of approximately 40,000 billets and 85,000 personnel records being converted. At the time of the conversion, the SABRE system which had been used by the Personnel Security Division for record maintenance was still in

use. This system, however, was discontinued in October 1984 when Air Force Data Services Center stopped processing key punch cards. By December, the conversion of records into the 4C System for the Alaskan Air Command, Air University, and Space Command was completed. The quality control and update of records for the Air Staff was near completion. The estimated time for the completion of the 4C conversion was late 1985.<sup>30</sup>

[REDACTED] All nondisclosure agreements signed through December 1982 and in the SABRE data base were transferred to the 4C System on 12 June 1984. They were put on tape and boxed for shipment to a permanent storage area. Nondisclosure agreements after 1982 were filed and periodically added to the 4C System.<sup>31</sup>

#### Microfilming of Records

[REDACTED] During the year and immediately after the adjudication of cases, all cases containing derogatory information were microfilmed, resulting in a centralized location for these files. As of December, the microfilm data base contained over 150,000 personnel security dossiers.<sup>32</sup>

#### Interpretation of DSM-III

[REDACTED] In June 1984, Maj. Richard Bloom, a licensed clinical psychologist, began conducting weekly seminars on how to interpret mental health diagnoses relative to SCI eligibility. Major Bloom reviewed the Diagnostic and Statistical Manual of Mental Disorders (DSM-III) and discussed selected cases. As a result of his tutelage, a greater understanding of the DMS-III assisted adjudicators in making informed decisions concerning individuals and their eligibility for SCI.<sup>33</sup>

#### MANAGEMENT

[REDACTED] The Management Division continued to manage the worldwide Air Force Special Security Office (SSO) system and coordinated the use of SCI in special access programs. It formulated, promulgated, and interpreted SCI policy for administrative, informational, communications, and physical and personnel security. It researched, wrote, and acted as the office of primary responsibility for USAFINTEL 201-xx, AFR 200-7, and AFR 205-19. It advised and assisted SCI security officials in their day-to-day operations and validated and accredited Air Force SCI facilities (SCIFs). It also managed SCI contractor and consultant security programs. The division represented the ACS/I on the Director of Central Intelligence (DCI) Security Committee and represented the ACS/I on other standing and ad hoc committees and panels of the intelligence community. It developed and

recommended Air Force policy on the Air Force use of the Defense Special Security Communication System (DSSCS) and dedicated communications support for intelligence systems. It also managed and participated in the worldwide SCI security management inspection program.<sup>34</sup>

[REDACTED] One addition to the mission of the division occurred in November 1984 as a result of "Project Move" requirements. The division assumed responsibility for Air Force-wide SCI product validation and dissemination of policy formulation.<sup>35</sup>

#### Publication Management

[REDACTED] The division continued its effort to improve the quality of USAF SCI security publications in the USAFINTEL 201-XX series. These publications, issued in accordance with AFR 8-3, were used to promulgate Department of Defense and Director of Central Intelligence SCI security policies by establishing standardized USAF procedures. The sensitivity of these policies and procedures precluded their incorporation into standard Air Force regulations. A change in the format of these documents occurred with the decision to rewrite the USAFINTEL 201-XX regulations, by incorporating the eight regulations currently in the series into two. The two new documents included USAFINTEL 201-1, dealing with basic SCI policy and procedures, and USAFINTEL 201-2, dealing with TK guidance. In September, USAFINTEL 201-1 was in initial draft form, and by December, USAFINTEL 201-1 was in the final stages of preparation for printing.<sup>36</sup>

#### Stemming Unauthorized Disclosures

A. [REDACTED] Forward priority DSSCS message to AFSSO USAF/INS and provide the data listed in para 5 below. Classify according to content but at least confidential to prevent further disclosure. The information requested is required by the DCI Security Committee and SSO/TCO/GCO/BCO Air Force to determine the degree of exposure in the media and for damage control.

B. [REDACTED] Circulate a security advisory to subordinate SCI indoctrinated personnel (and others at the direction of the SIO) that an apparent compromise has occurred resulting in intelligence information appearing in the media. Personnel should be reminded

not to comment on the information and that, unless otherwise advised, the information remains classified.

3. [REDACTED] Procedures for special security review situations:

A. [REDACTED] If an item is submitted for security review by a person not now or previously indoctrinated for SCI, and the inquiry or information is found to contain SCI or other sensitive intelligence which is based solely on sources in the public domain, forward an immediate precedence DSSCS message to SSO USAF/INS providing the information noted in para 5 below. Upon receipt, the AF rep to the SECOM will notify the chairman of the SECOM for guidance. If immediate action is required, the person will be discreetly requested to delete the sensitive portions or to express the information in only the most general of terms so as not to further disclose intelligence sources or methods. Under no circumstances should the person who submitted the item or who made the inquiry be threatened with any legal action or antagonized. Every effort should be made to foster a cooperative negotiating environment while emphasizing the potential risk to national security. Ensure you include the proposed publication date or go to press date.

4. [REDACTED] Procedures for a media inquiry:

A. [REDACTED] Any inquiry from the media must be handled IAW AFR 190-1, Public Affairs Policies and Procedures. If contacted directly by a member of the press, decline the interview and notify both the PAO and SIO/SSO. Under no circumstances, should a person comment on, confirm or refute any inquiry related to U.S. intelligence activities. A report under AFR 205-57 may also be required.

B. [REDACTED] Forward an immediate precedence DSSCS message to SSO USAF/INS providing the information outlined in para 5 below.

5. [REDACTED] Forward the following message as noted above. Modify as necessary. . . .

Classify according to content (at least CONFIDENTIAL)

SUBJ: Disclosure in Public Media (U)

1. Date of Article/Leak:
2. Name of Publication and Article:

3. Author of Article:
4. Author's Source of Info: (If known)
5. Distribution of Info:
6. General Subject Matter:
7. Classification of Info:
8. Classification Authority:
9. Originator of Classified Info: (If known)
10. Initial Damage Assessment:

6. [REDACTED] As a reminder, intelligence information appearing in the public media does not constitute declassification and may not be cited as a source in any article, paper, speech or other forum by a person who has had access to intelligence information by virtue of his or her official capacity. Unclassified or declassified official information not approved for release under AFR 190-1 may not be released to the public domain or to foreign nationals.

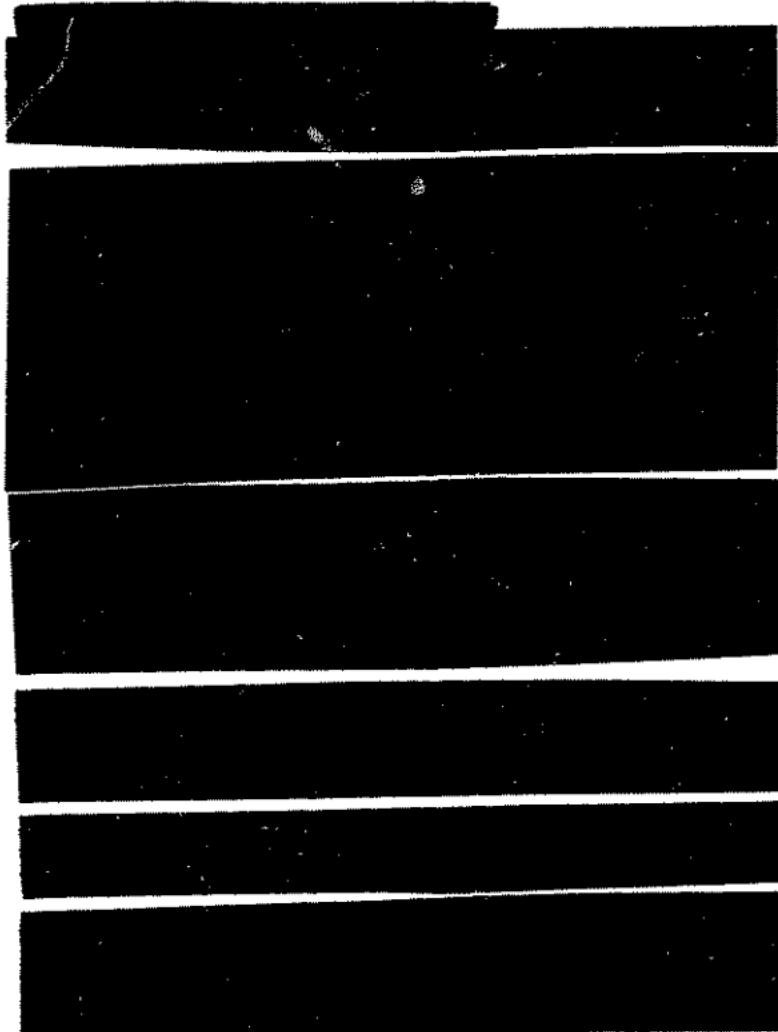
#### Inspection Program

[REDACTED] The Management Division revamped and reemphasized its inspection to ensure completion of the ACS/I's responsibilities for inspecting major commands' SCI security management programs and all new sensitive compartmented information facilities accredited during the previous year. For the fiscal year 1984, the division budgeted \$58,000 to make inspection trips to SCIFs worldwide, operated by both Air Force elements and defense contractors. Procedures were also implemented to monitor the correction of deficiencies noted during the inspections.<sup>40</sup>

[REDACTED] To help strengthen the inspection program, the directorate made a concerted effort to obtain knowledgeable, experienced, and mature personnel for the division. The new personnel, along with a few others, were sent to the Air Force Inspection School to improve their understanding of inspection procedures.<sup>41</sup>

[REDACTED] During 1984, all the major command SCI security management offices were inspected. Seventy SCIFs were inspected during the year, representing 27 percent of USAF SCIFs. As of December, there were 280 SCIFs accredited, 47 of which belonged to

contractors (compared to 248 and 42 in 1983). There were also 134 pending actions for construction or major modification of SCIFs.<sup>42</sup>



Deleted per S U.S.C. 552(b)(1)

Deleted per S U.S.C. 552(b)(1)

#### AMHS Installation

[REDACTED] The target date, 31 August 1984, for the installation of the AF/IN Automated Message Handling System (AMHS) was missed, because of problems with the acquisition of communications equipment from vendors and circuit problems which resulted from the deregulation and divestiture of vendors providing service to the federal government. The estimated cost of the installation was \$100,000 and in February, 15 percent of the overall project was completed. The AMHS was to connect the AF/IN and AFIS analysts at the Pentagon and Bolling and give them access to national intelligence data bases at DIA, NSA, and CIA. In addition, AMHS was to provide message traffic to intelligence analysts significantly faster.<sup>47</sup>

#### Committee Members and Instructors

[REDACTED] During the year, personnel from the Management Division continued their participation in the Central Intelligence Agency's Security Committee (SECOM) subcommittee and working groups, including the Compartmentation Subcommittee, Unauthorized Disclosure Subcommittee, Physical Security Working Group, and Telephone Security Panel. The division also provided instructors to the SCI Security Management Course and SCI Security Managers Conference, sponsored by the INS directorate, and to the Physical Security Seminar, sponsored by the Security Committee.<sup>49</sup>

#### SPECIAL SECURITY OFFICE

[REDACTED] The Special Security Office, HQ USAF, was responsible for the security of sensitive compartmented information (SCI) within the Office of the Secretary of the Air Force, HQ United States Air Force, and the Air Force Intelligence Service. The INSD division operated on a seven-day, twenty-four-hour basis to provide the necessary security facilities for the receipt, storage, protection, distribution, and destruction of all SCI and SCI-related materials for the offices it serviced.<sup>50</sup>

[REDACTED] The division also provided privacy communications support for senior staff officers, managed highly restricted SCI

programs, and supported a variety of Special Access Programs at HQ USAF. The Special Security Office (SSO) inspected (with augmentees from AFIS/INSB, INSC) the sensitive compartmented information facilities (SCIFs) within the National Capital Region and investigated SCI security violations and possible compromises. The division conducted all SCI indoctrinations and debriefings for QSAF, HQ USAF, AFIS, and other selected activities. It also reviewed and validated all requests for SCI products received from Air Force units within the National Capital Region.<sup>51</sup>

#### Security Education

During the year, much activity within INSD concerned security education.

##### SCI Security Management Course

Four times during the year, in March, May, July, and November, INSD sponsored its four-day SCI Security Management course. Approximately 105 persons attended. The AFIS 002 course was included in AFM 50-5, USAF Formal Schools Catalog; the Air Training Command assigned code OP2 to it. The course was first offered in 1983 and was designed for those filling duty positions as an AFSSO special security officer, secure vault custodian, or automatic switching center representative or as a staff member in these offices. Contractor special security officers under the ACS/I's sponsorship were also invited.<sup>52</sup>

Some of the topics discussed in the course were the following: physical security accreditation, SCI communications, SCI billet management, security incidents, personnel security, counter-intelligence, and ADP security.<sup>53</sup>

##### SCI Security Manager's Conference

The Special Security Education and Training Branch (INSDOE) managed the second Air Force-wide SCI Security Manager's Conference, 5-8 November. The four-day conference afforded SCI security management personnel an opportunity to discuss and review key SCI security policy issues which would assist AFIS/INS in its final preparation of USAFINTEL 201-X directives. Forty-nine field special security officers and other SCI security management personnel attended the conference, which was held at the Analytical Services (ANSER) Corporation, Arlington, Virginia.<sup>54</sup>

Some of the topics discussed at the meeting were Defense Intelligence Agency product dissemination; USAF SCI indoctrination and education program; and personnel security. Some of the speakers were from the Central Intelligence Agency and Federal Bureau of Investigation.<sup>55</sup>

### DAG Messages

██████████ INSD was responsible for disseminating Defense Address Groups (DAG). INS originated messages within the Air Staff and AFIS. DAG ODANS was the primary DAG used to disseminate SI policy guidance. DAG OILAH was the DAG used to disseminate TK policy guidance. DAG OSSIZ was limited to disseminating major SCI policy and information to Air Force major commands and separate operating agencies when wider dissemination to subordinate SCI security offices was not considered prudent. DAG JUGBY was used for disseminating changes to the HQ USAF SCI Consolidated Product Catalog. DAG ROXAD was the primary DAG used for SCI security education and awareness and for providing information on existing SCI policy.<sup>56</sup>

██████████ In 1984, the following numbers of messages were issued: 51 ODANS, 7 OILAH, 12 OSSIZ, 19 JUGBY, and 94 ROXAD.<sup>57</sup>

### Participation in DIA Security Program

██████████ The Special Security Education and Training Branch (INSD) managed Air Force participation in the Defense Intelligence Agency's SSO/TCO Security Enhancement Program. Ten Air Force members attended the program 22-26 October 1984. The program was not planned as a preliminary orientation, but instead was for increasing and expanding the knowledge and expertise of individuals already performing SSO/TCO duties. The session was for security managers, not intelligence users. Further, it was intended that the session provide an opportunity for the attendees to obtain answers to questions which would assist in the solution of specific problems related to their commands.<sup>58</sup>

██████████ Major topics in the program included SCI security management and sanitization; physical, computer, telephone, and TEMPEST security; electronic and physical security threats; locking and intrusion alarm devices; SCI document control and dissemination; and communications.<sup>59</sup>

### Participation in DCI SECOM Activities

██████████ AFIS/INSD represented the Air Force on the DCI Security Committee's (SECOM) Security Awareness and Education Subcommittee. The major input from INSD to the committee were 1.) the listing of the INS directorate's audiovisual products for inclusion in the subcommittee's "Catalog of Security Awareness Materials" and 2.) support for the Security Education Seminar.<sup>60</sup>

Through INSDE, the Air Force participated in the Security Educators Seminar sponsored by the Security Committee of the Director of Central Intelligence. Eight Air Force personnel were nominated to attend. The seminar was conducted at the collateral SECRET level and was designed for government employees who had security education responsibilities. The goals of the seminar were to improve the attendee's knowledge on relevant security subjects; improve communication and briefing skills, and provide the understanding and materials necessary to maintain a strong security education program. The seminar was held at the Department of Energy, Germantown, Maryland.<sup>62</sup>

Support for CORONA Conferences

During the year, the AFIS/INSD participated in two worldwide Air Force Commanders' Conferences (CORONAs): CORONA SOUTH at Homestead AFB, Florida, 13-19 February 1984 and CORONA FALL at the Air Force Academy, 1-6 October 1984. Intelligence communications and privacy traffic support was provided to all CORONA conferees.<sup>63</sup>

CORONA SOUTH

AF/CVS tasked AF/IN to provide Special Security Office (SSO) support for CORONA SOUTH on 8 December 1983. AFIS/INS provided two commissioned officers and one senior NCO communicator to support the conference. In preparation, INS coordinated with DIA, NSA, COMMNAVSECGRU, ESC, AFCC, AF/CVS, SSOs worldwide, and the USAF Conference Center at Homestead AFB. On 2 February, AFIS/INSDs advised SSOs, executive officers, and telecommunication center OICs that SCI support would be provided general officers. Instructions for communicating with AFSSO CORONA were provided. On 9 February, SSO DIA was provided with special instructions for forwarding high precedence privacy traffic intended for the chief of staff of the Air Force. Similar expanded guidance was provided to SSO HQ USAF personnel. On 9 February, the DIA Lebanon Intelligence Task Force was requested to add AFSSO CORONA to their electrical distribution. SHAPE, EUCOM, and USAFE were also requested to include AFSSO CORONA to their Lebanon related messages.<sup>64</sup>



[REDACTED]

### CORONA FALL

[REDACTED] The Special Security Office, HQ USAF (AFIS/INSD) deployed four individuals to Colorado Springs to support CORONA FALL 84. The team departed 1 October via military airlift, T-39. On-site coordination was accomplished on 30 October and continued until departure for Washington, D.C. on 6 October.<sup>66</sup>

[REDACTED] No major problems were experienced. There were, however, some "lessons learned," which were as follows:<sup>67</sup>

1. Departure for the conference site two days in advance of the general officers was essential for arranging necessary support.
2. A four person SSO team was essential due to the long hours required of the team (0230-1900 hrs) and the extensive driving distance between the Air Force Academy and NORAD Cheyenne Mountain Complex, twenty-five miles away -- one hundred miles to complete the courier circuit.
3. Two staff cars were essential for team logistics and a mobile hand-held radio.
4. Pick-up of non-duty hour GENSER traffic through the AFA Telecommunications Center (TCC) was tasked to the SSO team. The TCC and CORONA FALL command post called the SSO numerous times between 1700-0800 hrs on immediate traffic for conferees. Several of these messages had "Deliver During Duty Hour" instructions. Others were readdressals (monthly EUCOM) that were not urgent. No IMMEDIATE precedence message required non-duty hour delivery.

#### Communications and Privacy Support

[REDACTED] The AFIS/INSD provided SCI communications and privacy DSSCS message support for the Secretary of the Air Force, the Chief of Staff of the Air Force, and other high level USAF officials during their official travel outside of the Washington, D.C. area. Secretary Verne Orr traveled throughout the Pacific area, and General Gabriel made three trips to 1.) Germany, Spain, and France, 2.) Central and South America, and 3.) the Pacific theater. The SSO HQ USAF contacted numerous SSOs worldwide to arrange for the communications support.<sup>68</sup>

Support for USAF SIO Conference

[REDACTED] For the USAF Senior Intelligence Officers' (SIO) Conference at Homestead AFB, Florida, 4-9 March 1984, the AFIS/INSD provided support for the transmittal of intelligence communications and privacy traffic through a temporary DSSCS TCC established for the conference.<sup>69</sup> The INSD issued clear instructions to various command SSOs and telecommunications centers about sending messages to preclude delays:

[REDACTED] Request all "personnel for" privacy messages have clear delivery instructions (e.g., Deliver Immediately-Interrupt Conference, Deliver at First Convenient Opportunity). Unless otherwise stated in the delivery instructions, all messages received will be delivered in the morning at the beginning of the conference and at the end of the day after the last presentation. If a response is required to your message, so indicate to preclude any confusion.<sup>70</sup>

[REDACTED]

Termination of MREMADIS

[REDACTED] On the recommendation of the AFIS Directorate of Intelligence Data Management (IND), the INS directorate terminated all actions on the development of Micro-Based Requirements Management Distribution System (MREMADIS). The action occurred because MREMADIS had a limited scope in improving overall SSO message processing; required unique custom-made software only applicable to the AFSSO USAF; and would easily become outdated.<sup>72</sup>

[REDACTED] In its place, AFIS/IND recommended that AFIS procure a commercially available system from XEROX, known as the XEROX Message Processor (XMP). Personnel from INS observed the XMP at the Department of State and Defense Intelligence Agency. The advantages of XMP were that it was commercially available, 100 systems previously installed; existing data base could easily be modified for DSSCS use; TEMPEST accreditable as a DSSCS terminal; and reduced message delivery times. Action was initiated to participate in an existing AFCC contract with XEROX to procure a XMP system for AFIS/INSD. Funds (\$650,000) were obligated and a contract to procure the AFIS/INSD XMP System was in final contract stages at the end of 1984. Installation of the XMP System was expected during the 2nd/3rd quarter of FY1985.<sup>73</sup>

Automated SCI Document Control

During the year, initial action was begun to establish a requirement for an automated system to support INSD's SCI document control responsibilities. This was crucial because the new Air Force Information Systems (AF/SI) mandated that punch cards were to be eliminated from the Air Force. Personnel from the INSD examined the use of an automated system within SAF/SS, the Hewlett-Packard 1000, and concluded that it would meet INSD's needs. An estimated \$80,000 was required to procure the hardware for the system. The software was owned by the government, available from SAF/SS. The option of obtaining maintenance from SAF/SS on a cost reimbursable basis was being considered.<sup>74</sup>

Statistical Summary

A statistical summary of the operations of AFIS/INSD follows:<sup>75</sup>

Incoming Messages Processed:	253,210
Total Message Reproduction Count:	2,646,420
Total Reproduction Count:	2,713,034
Outgoing Messages Processed:	14,612
Number of Courier Actions (Air Staff):	17,622
Number of Courier Cards Issued/Cancelled:	290/135
Incoming Hardcopy Documents Received:	38,236
Outgoing Hardcopy Documents Dispatched:	43,074
Number/Weight ARFCOS Packages Received:	580/3,083
Number/Weight ARFCOS Packages Dispatched:	958/4,198
Number Sessions/Persons Indoctrinated:	157/1,310
Number of Desk-Top Briefings:	404
Number of Persons Debriefed:	* 445
Number of SCI Security Manager Courses/Persons:	5/152
Number of SCI Requirements Validated/Cancelled:	615/957
Number of CONCAT Changes Issued:	27
Number of SCI Releases to Contractor Validation Actions:	46
Number of Entries Into REMADIS Data Base:	663
Number of GAMMA Requests Received/Approved:	537/526
Number of Security Violations Investigated:	25

## DIRECTORATE OF INTELLIGENCE RESERVE FORCES

## MISSION

[REDACTED] The Directorate of Intelligence Reserve Forces (RE) directed the Air Force Intelligence Reserve (AFIR) Program and developed a combat ready reserve force to support active force intelligence operations during peacetime contingencies or wartime mobilization. It managed the individual mobilization augmentee (IMA) positions, which were established by major commands and agencies, validated by the Air Staff, and transferred to the Air Force Intelligence Service (AFIS) for centralized control.<sup>1</sup>

## ORGANIZATION

[REDACTED] During the year, there were no changes in the organizational structure of the directorate. The Administration Management Office (REA) continued to provide typing support for the entire directorate and managed travel orders, correspondence, classified material, distribution, equipment, and supplies. The Operations and Readiness Division (REO) was divided into the Readiness Branch (REOR) and the Operations Branch (REOO). A Training Section (REORT) existed within the Readiness Branch. The Personnel Management Division was divided into the Manning Branch (REPM), Security Branch (REPS), and Quality Force Branch (REPQ).<sup>2</sup>

[REDACTED] The Board of Advisors continued as a committee comprised of senior members who had served as area directors, commanders of detached training sites, or in key enlisted positions. The members individually and collectively advised the directorate commander on policies and other areas of importance to the AFIR program. They were tasked by and reported to the commander.<sup>3</sup>

[REDACTED] The Retired Reserve Representative (RRR) Program continued as an unofficial voluntary group of retired former AFIR members who were requested to continue supporting the AFIR program by acting in areas of public relations, recruiting, and information. They were provided current program handouts and rosters and were invited to participate in events convenient to their attendance, such as area workshop reorganization dinners. Their activity was voluntary and coordinated through the director.<sup>4</sup>

## PERSONNEL

[REDACTED] Effective 16 January 1984, the commander of the RE directorate, Col. John K. Oberst, was transferred to the POW/MIA Affairs Division of the Defense Intelligence Agency. Lt. Col. James A. Warner, who was head of the Operations and Readiness

Division, was appointed the new director, until June 1984 when Col. Donald W. Swain assumed command responsibility. Colonel Swain had been the commander of the 3400th Technical Training Wing at Lowry AFB, Colorado. Lt. Col. Warner retired from the Air Force in October 1984. In December, Lt. Col. Charles R. Doyle replaced Warner as chief of the Operations and Readiness Division. Lt. Col. James L. Blauch, the chief of the Personnel Management Division, was transferred to the Defense Intelligence Agency in October 1984, to be replaced by Capt. Mark R. Bayer that same month.<sup>5</sup>

█████ As of 1 October, the mobilization assistant (MA) to the ACS/I was Brig. Gen. Arthur W. Green, Jr., USAFR. The MA to the DACS/I was Col. Jacques P. Klein, USAFR. The reserve forces advisor to the ACS/I was Col. Edwin Sapp.<sup>6</sup>

#### Directorate Manning Strength

█████ As of 31 December 1984, the directorate's manpower strength was the following:<sup>7</sup>

	<u>NO. AUTHORIZED</u>	<u>NO. ASSIGNED</u>	<u>PERCENT</u>
OFFICERS	9	7	78%
ENLISTED	19	18	95%
CIVILIANS	4	4	100%
TOTAL	32	29	91%

#### IMA MANPOWER STATISTICS

█████ As of 1 October 1984, there were 1,911 authorized positions for individual mobilization augmentees (IMAs) -- reserve personnel -- and 1,311 IMAs were assigned. Thus, 69 percent of the authorized positions were filled. The manpower and personnel Manning statistics by command are as follows:<sup>8</sup>

<u>COMMAND</u>	<u>OFFICER</u>			<u>ENLISTED</u>		
	<u>PSN</u>	<u>ASGN</u>	<u>%</u>	<u>PSN</u>	<u>ASGN</u>	<u>%</u>
AAC	16	16	100	1	0	0
*USAFFE	113	107	89	139	42	30
SPACECOM	16	16	100	8	0	0

\*Includes EUCOM, EUDAC, NATO

OFFICER				ENLISTED		
COMMAND	PSN	ASGN	%	PSN	ASGN	%
AFIS/AFSAC	115	87	81	84	42	50
AFLC	28	13	46	2	1	50
DIA	226	179	79	61	38	62
MAC	198	180	91	48	18	38
**PACAF	180	145	81	268	107	40
SAC	83	73	88	83	46	55
AF/IN	46	44	96	3	2	67
TAC	29	29	100	22	17	77
DALW	75	68	91			
CENTCOM	14	7	50	6	3	50
ICELAND DEF				2	1	50
REDCOM	3	2	67	2	2	100
SOUTHCOM	7	7	100	8	6	75
USCARIB	2	2	100	3	1	33
LANTCOM	9	7	73	7	1	14
AZORES	3	0	0	1	1	100
TOTAL	1163	982	84	748	329	44

\*\*Includes PACOM

#### AFSC Officer Manning Statistics

The Air Force Specialty Codes (AFSCs) with the highest number of officers were the following:<sup>9</sup>

AFSC	TITLE	POSITIONS	ASSIGNED	PERCENTAGE*
8075	Intelligence Applications Officer	498	435	87%
8016	Intelligence Systems Staff Officer	157	130	83%
8085	Intelligence Targeting Officer	95	72	76%
8045	Imagery Intelligence Officer	101	62	61%

<u>AFSC</u>	<u>TITLE</u>	<u>POSITIONS</u>	<u>ASSIGNED</u>	<u>PERCENTAGE*</u>
8025	Human Resources Intelligence Officer	84	56	67%
0910	Air Attaché	56	30	54%
8096	Intelligence Director	34	26	76%
8035	Signals Intelligence Officer	26	20	77%
2275Y	Air Ops Officer, Nav, EW	15	14	93%
2895	Project Engineer	14	13	93%

\*The percentage is the number of IMAs assigned by AFSC in comparison with the total number of IMAs assigned.

#### AFSC Enlisted Manning Statistics

The Air Force Specialty Codes (AFSCs) with the highest number of enlisted personnel were the following:<sup>10</sup>

<u>AFSC</u>	<u>TITLE</u>	<u>POSITIONS</u>	<u>ASSIGNED</u>	<u>PERCENTAGE*</u>
20170	Intelligence Operations Technician	219	51	23%
70270	Administration/Technician	61	62	102%
20370	Linguist/Interrogator Tech	84	33	39%
20150	Intelligence Ops Spec	53	29	55%
20670	Imagery Interpreter Tech	44	16	36%
20199	Intelligence Ops & Targeting Supt	16	16	100%
20600	Intelligence Ops & Exploitation Mgr	13	10	77%
23171	Graphics Technician	9	9	100%
20650	Imagery Interpreter Spec	28	9	32%
70250B	Staff Supt Admin Spec	32	8	25%

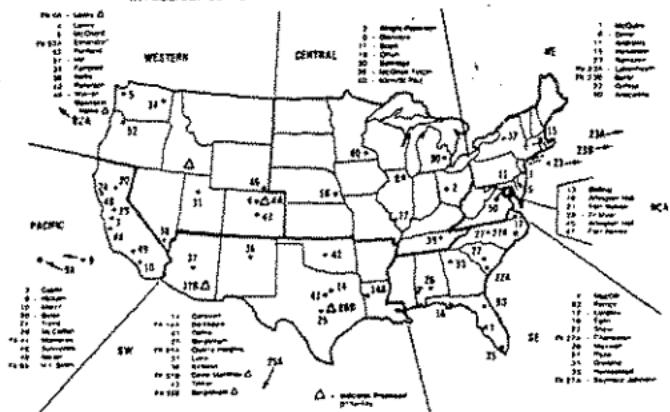
\*The percentage is the number of IMAs assigned by AFSC in comparison with the total number of IMAs assigned.

**FLIGHTS ESTABLISHED AND DEACTIVATED**

Detached training sites (DTSs) and remote flights (Flts) were established by the commander of the directorate, after a site survey determined that a valid training opportunity existed with a host base in an area where sufficient numbers of AFIR reservists lived in a common geographical location. In 1984, two new remote flights were established. There were no new DTSs. Flight 27A was established at Seymour-Johnson AFB, North Carolina, on 1 May 1984; it supported the 4th Tactical Fighter Wing. Flight 9A was established at Camp Smith, Hawaii, on 1 February 1984, in support of IPAC. Due to a loss of personnel, Flight 23A at RAF Lakenheath, United Kingdom, was deactivated. It had supported the 48th Tactical Fighter Wing.<sup>11</sup>

**INTELLIGENCE RESERVE DETACHED TRAINING  
SITES BY AD AREA**

**INTELLIGENCE RESERVE DETACHED TRAINING SITES BY AD AREA**



## ANNUAL ASSESSMENT OF IABF PERSONNEL

The RE directorate's Air Force Intelligence Reserve (AFIR) program was one of five programs in the Intelligence Air Reserve Forces (IARF) assessed by commands and separate operating agencies in 1984. There were over 3,000 IARF personnel, of which approximately 40 percent were in the AFIR program. In the

aggregate, the assessments attested to effective peacetime employment of IARF personnel. A few problems were also noted. A predominant complaint was an insufficiency of funded mandays for peacetime support. Other items of concern were loss of field grade assignees due to promotion out of position, need for compartmented clearances, and overseas limitations on return tours, permitting reservist travel only once in each three years.<sup>12</sup>

Colonel Edwin G. Sapp, the reserve forces advisor to the ACS/I, analyzed the assessments and responded to the highlighted problems. With the funding for the IARF IMA programs, there were eleven program element codes, four panels within the Air Staff board structure, and several program element monitors and package monitors involved, so the problem's solution was complex. He and Air Force Reserve budget personnel were working the problem. The issue of the loss of field grade assignees was being studied for submitting supplemental responses to the 1984 Wartime Manpower Planning Exercise. With the access issue, the commands were told that if they had a compelling wartime need for one or more of their IARF personnel to have compartmented access, they should detail the requirement and send it to Colonel Sapp for resolution. Cost reductions were causing the restrictions on overseas travel, and some relief was provided by special tour actions. In December, the RE directorate was studying the problem to see how the limitations were reducing readiness.<sup>13</sup>

#### USC 678 Positions

##### Positions Approved

In December, the deputy to the chief of the Air Force Reserve and the deputy assistant secretary for Reserve Affairs approved the RE directorate's request to convert existing active duty positions within the directorate to USC 678 positions. The positions were in the following grades and AFSCs: major, 8016 and 7324; captain 8024 and 8054; master sergeant, 73270; technical sergeant, 70270; and technical sergeant, 73270.<sup>14</sup>

##### Background

In accordance with AFR 26-1, statutory tour authorizations were established to account for members of the Air National Guard of the United States (ANGUS) and United States Air Force Reserve (USAFR) voluntarily serving on extended active duty or active duty (other than for training), for a specified time, usually over 360 days. Pay and allowances for officers and airmen serving on statutory tours of active duty were justified and funded through reserve component personnel appropriations. The basic authority under which ANGUS or USAFR members were

voluntarily ordered to active duty for any purpose was 10 United States Code (USC) 672d. The specific statutory tour authorization for the AFIS/RE positions was 10 U.S.C. 678.15

The basic rationale for 10 U.S.C. 678 positions in the RE directorate was to acquire a better active duty and reserve staff mix. According to Major Parkinson, AFIS/REP:<sup>16</sup>

Experience has demonstrated that reserve forces are most effectively managed by a total force team mix of regular and reserve personnel. Reservists particularly complement staff integration. They are knowledgeable of the reserve force structure, regulations dealing with reserve personnel, unique program requirements, and personnel problems associated with being a reservist. They help tailor reserve programs to meet active force readiness and production requirements, while also considering the reservist's point of view. They often relate better to fellow reservists in the field who perceive that these individuals understand their problems and represent their interests. An additional advantage is that reservists who serve statutory tours acquire first-hand knowledge of, and experience in, reserve force administration. When they complete their tours and revert to reserve status, they contribute effectively to field operations of reserve organizations.

## OPERATIONS

### Annual and Special Tours

During the year, the RE directorate scheduled over 2,400 annual and special tours. The 21,700 man-days committed to these tours equated to approximately 60 man-years of active force support and training. Statistics on the support provided to each M-Day command during 1984 are as follows:<sup>17</sup>

	ANNUAL		RPA*		MPA**	
	TOURS	MAN-DAYS	TOURS	MAN-DAYS	TOURS	MAN-DAYS
AAC	8	96	2	86	1	61
ADCOM	2	24				
AFIS	160	1919	563	1618	14	248
AFLC	23	276	19	133	10	113
AFRES	1	12	1	2		
AFSC	8	96	43	89		
ATC	17	204	6	42	1	30
US CENTCOM	1	12	1	12	3	13
DIA	309	3710	186	786	76	603

	ANNUAL		RPA*	NPA**		
	TOURS	MAN-DAYS		TOURS	MAN-DAYS	TOURS
DOD	3	36				
US LANCOM	5	60	1	12		
MAC	151	1832	98	679	9	109
PACAF	101	1243	63	1438	3	50
US REDCOM	5	60	2	57		
SAC	110	1310	39	255	5	59
SPACECMD	20	240	1	12		
US SOUTHCOM	7	86	7	58		
TAC	82	977	78	433	3	134
USAF	54	650	23	280	1	1
USAFE	83	1047	14	168	2	136
OTHERS	3	36	10	44	4	136
<b>TOTAL</b>	<b>1,153</b>	<b>13,962</b>	<b>1,157</b>	<b>6,206</b>	<b>133</b>	<b>1,699</b>
<b>TOTAL TOURS</b>	<b>2,433</b>				<b>TOTAL MAN-DAYS</b>	<b>21,831</b>

\*RPA: Man-days funded from reserve personnel appropriations which paid reservists while in training status or while providing training support.

\*\*NPA: Man-days funded from active force military personnel appropriations which pay reservists on temporary tours of active duty in support of a critical, temporary active force mission requirement.

#### Allocation and Reduction of Man-Days

At the end of fiscal year 1984, on 1 October 1984, the RE directorate had not achieved a 100 percent utilization of its fiscal year RPA man-days. Only 88.7 percent of the man-days were utilized, with over 6,000 man-days unused.

This occurred because the training opportunities with the major commands and special operating agencies, which were forecast in FY82 for FY84, did not materialize. Since there were no training opportunities available which directly related to assigned wartime skills, RPA man-days were not obligated, resulting in less than 100 percent utilization. Therefore the Air Reserve Personnel Center (ARPC) "reclaimed" some RPA man-days from the RE directorate's fiscal year 1985 allocations. The two allocations were as follows:<sup>18</sup>

<u>TOUR CATEGORY CODES</u> <u>(TCC)</u>	<u>1st ALLOCATION</u>		<u>2nd ALLOCATION</u>	
	<u>OFFICER</u>	<u>AIRMAN</u>	<u>OFFICER</u>	<u>AIRMAN</u>
38	245	130	213 (-32)	44 (-86)
46	4,658	1,748	4,740 (-118)	1,473 (-275)
84	5,103	1,878	4,953 (-150)	1,517 (-361)

The RE program was not seriously affected by the reduction, because it had previously requested an additional allocation of 400 officer man-days. This additional allocation compensated for the initial FY85 man-day reduction.

[REDACTED] The final fiscal year 1985 RPA and MPA man-day allocations were as follows:<sup>19</sup>

	<u>RPA</u>		<u>MPA</u>	
	<u>OFFICER</u>	<u>AIRMAN</u>	<u>OFFICER</u>	<u>ENLISTED</u>
Requested	18,901	10,576	10,033	4,730
Received	5,103	1,878	2,000	400
Final Allocation	4,953	1,517	2,000	400

#### Deployment to Panama

[REDACTED] From 15 November 1984 to 14 December 1984, Lt. Marco G. Pariato and CMGt Efrain Lozano, Jr. deployed to Panama to work on a document exploitation project with the Army's 470th Military Intelligence Group. They worked in civilian clothing, translated documents, and produced intelligence information reports.\*

#### TRAINING

##### Course Cancellations and Cutbacks

[REDACTED] The directorate training program received a jolt during the year when the Air Training Command (ATC) cancelled several Air Intelligence Processes (AIP) courses, because of a lack of instructors. Instead of three courses, AIP I, II, III, each being offered six times a year, each course was offered only three times a year, and the enrolment quota for each was reduced. Then AIP I and AIP II were further reduced to only two offerings a year. The cancellations dismayed several reserve officers who had to meet upgrade time requirements within AFSC 8071, the entry level field for intelligence application officers. The ATC reduction of attendance quotes affected reservists scheduled to attend later

\*For a detailed discussion of the deployment to Panama see the chapter in this history on the Air Force Special Activities Center.

classes. Nonetheless, the RE directorate was able to process school applications and fill all quotas for the later classes, and in several cases requested additional quotas.<sup>20</sup>

### Curriculum Revised for AFSC 8075

As a result of the realignment of officer intelligence AFSCs in 1983, the RE directorate had to revise Air Intelligence Process (AIP) I, II, and III to accurately reflect the change in the 8075 career field, intelligence applications officers. Each of the AIPs was a two-week course taken by the Air Force Reserves and the Air National Guard to qualify intelligence officers and NCOs in the 8075 career field. Mr. Ralph Whitebergh, the chief of the RE directorate's Readiness Branch, and Capt. Richard C. Durand drafted proposed changes to the AIPs. In late March 1984, Captain Durand met with members of the Armed Forces Air Intelligence Training Course (AFAITC) at Lowry AFB, Colorado, and presented the AFIS/RE proposals. The AFAITC accepted the draft proposals, with minor changes. In August, the National Guard Bureau and AF/REP reviewed the proposals and approved them. The new AIP I, II, and III were scheduled to go into effect in early 1985.<sup>21</sup>

### HUMINT Training

#### DTS 10 Evaluation Responsibilities

The RE directorate designated the HUMINT flight of Detached Training Site (DTS) 10, March AFB, California, as the evaluator of DTS HUMINT training, which included the use of interrogation approaches, questioning techniques, and intelligence reporting. Maj. Kenneth E. Munson commanded the Flight. He performed a two-week active duty tour with AFIS/REOR in July to familiarize himself with evaluation concepts and procedures.<sup>22</sup>

DTS management and evaluation of DTS HUMINT training became effective 1 October 1984. Since then DTS 10 formalized the evaluation process by developing a comprehensive guide for DTS use. The directorate sent the guide to other DTSs and flights. Oversight responsibility for HUMINT training at DTSs was considered a necessary adjunct to formal training since it reinforced knowledge gained in the AFIR basic and advanced interrogation courses.<sup>23</sup>

#### Revised Interrogation Training

On 8-9 September 1984, Detached Training Site 3 at Castle AFB, California, implemented a new HUMINT training concept, which focused on each segment of the HUMINT exploitation process. Personnel from seven Pacific Area DTSs participated in the training: DTSs 3, 10, 20, 24, 31, 44, and 49. DTSs 3, 10, and 44

assumed principal responsibilities for academic training and practical exercises.<sup>24</sup>

DTSs 3, 10, and 44 also planned and organized the source screening/assessment exercise. Previous DTS HUMINT exercises had covered the entire HUMINT process ranging from source screening to termination and reporting. This was the first time that an exercise was devoted entirely to exploring one segment of the process.<sup>25</sup>

The scenario was NATO-WARSAW Pact oriented. Two organizational elements functioned throughout the exercise, the control team and the interrogation center. The control team presented and discussed the following topics:<sup>26</sup>

1. Purpose, significance, and principles of source screening/assessment
2. Examination and evaluation of available data, such as capture tag, personal items, and identification documents
3. Visual observations of sources in detention and behavioral indicators
4. Source control factors and the importance of recognizing undeniable knowledge that the source possesses
5. Looking for body language and reading indicators during screening and interrogation
6. Proxemics, which is that space, large or small, which everyone needs, to be used to advantage by interrogators

Eight source screening/assessment exercises were performed, and knowledgeability briefs were produced. Interrogators used approaches and questioning techniques, previously learned at the AFIS/RE Basic and Advanced Interrogation courses and from repeated practices at the DTSs.<sup>27</sup>

Mr. Whitebergh, the chief of the RE directorate's Readiness Branch, and the exercise control team evaluated the entire exercise. Whitebergh concluded the following: "The Source Screening/Assessment exercise proved an unqualified success. Principal credit goes to DTS 3, 10, and 44 for sound planning and preparation. We found that the new HUMINT training concept will provide a thorough understanding of each segment of the HUMINT exploitation process thereby increasing and reinforcing individual skill proficiency. Follow-on exercises are being planned."<sup>28</sup>

### "Total Force" Attendance at AIC and BIC

In July at the Armed Forces Reserve Training Center, Los Alamitos, California, the AFIR Advanced Interrogation Course (AIC) was conducted. The attendees represented the "total force." Four active duty personnel from the Air Force Special Activities Center and two from the Air Force Office of Special Investigations attended. Both organizations indicated that they wanted to send more active duty personnel to the AIC. Not to be outdone, the Army decided to send ten interrogators to the 1985 AIC. On the other hand, the Navy expressed an interest in sending reserve officers to the AFIR Basic Interrogation Course. The RE directorate allocated ten quotas to the Navy for the 1985 BIC, also conducted at Los Alamitos, California. The BIC was not offered in 1984. The low number of responses for BIC attendance did not warrant the time and expenditure for the course's preparation.<sup>29</sup>

### Advanced Interrogation Seminar

By December 1984, an advanced or post graduate interrogation seminar, jointly developed by AFIS/REOR and DTS 47, was nearing completion. The seminar featured sophisticated methodology selected from the special interrogation course of the Laboratory for Scientific Interrogation, Tel Aviv. Originally envisioned as a five-day program, the seminar was reduced to two days, limiting content to only new material. It was programmed as a "road show" for advanced HUMINT reservists. A test program was tentatively scheduled for April 1985.<sup>30</sup>

### Foreign Language Training

#### Total Immersion Training

A workshop held 26-28 October 1984 at the Naval Post Graduate School, Monterey, California, marked the fourth year of total immersion foreign language training. A pre-workshop analysis of total immersion activities in fiscal year 84 revealed improved language test scores, timely emphasis on pre-planned area study-related topics, motivation, advancement in military terminology and its application to interviewing and interrogation, and various innovations in teaching techniques. Having gained an additional year of experience, team leaders were ready to formalize and standardize total immersion training. The team leader working groups produced data which was to be incorporated in a "Team Leaders Guide."<sup>31</sup>

**AFIR FLP as Model**

The U. S. Army FORSCOM invited Mr. Whitebergh, AFIS/REUR, to be a guest speaker at the Army Reserve Component Language Training Conference, held at the Defense Language Institute, Monterey, California, 1-3 May 1984. Sponsored jointly by FORSCOM and DLI, the conference was intended to formulate an action plan for training thousands of Army Individual Ready Reserves (IRR) and members of reserve units. It appeared that the Army was under congressional and DOD pressure to implement a viable foreign language training program. To assist in this endeavor, representatives from the Navy, Marine Corps, Air Force, and Defense Intelligence College were in attendance. Mr. Whitebergh's presentation on the AFIR Foreign Language Program (FLP) generated interest in the concept and methods being used. The key features of the AFIR FLP, total immersion and tutorial training, emerged in recommendations of workshop groups. Moreover, the Army was considering the establishment of military intelligence reserve units similar to AFIR total immersion language teams.<sup>32</sup>

**HAP Reserve Annex**

In February, Mr. Whitebergh of the Readiness Branch submitted information for the reserve annex of the Air Force HUMINT Architecture Plan (HAP). HAP was one of the major components, along with IMINT and SIGINT sections, of the Air Force Intelligence Plan. It stated requirements for intelligence support from the perspectives of the major commands, capabilities from the perspectives of functional managers, and shortfalls and associated guidance.<sup>33</sup>

Some of the information provided was as follows:<sup>34</sup>

Question: "Is each MA billet that requires a specific language qualification documented in the applicable Unit Manning Document?" What percentage of MAs in these billets are language qualified?"

Answers: "Our M-Day gaining commands/agencies (except DIA) do not tie linguistic requirements in OPLANS, by language, without rank consideration. This method facilitates recruiting and manning. Although most command dedicated fill HUMINT positions in AFSCs 8025 and 203XX, some linguists have support AFSCs such as 8075, 8016, 201XX, etc. Seventy-one percent of reserve linguists filling command requirements are qualified at the 3-5 levels."

Questions: "How and how often are MA's language credentials evaluated?"

Answers: "The Defense Language Proficiency Test (DLPT) plus a telephone test in the spoken language are administered at least every three years. Combined test results provide a precise and reliable measurement of capabilities and progress."

## MOBILIZATION AND READINESS

### Exercise PALACE READY

■ Air Force Exercise PALACE READY 84 was conducted during the period of 23 July - 17 August 84. The purpose of the exercise was to test the use of the Automated Personnel Data System (APDS) in calling up and mobilizing reservists during progressive levels of conflict. The RE directorate had not transmitted mobilization data over the APDS since the Exercise PROUD SABER 83 (at which time the computer system went down). PALACE READY 84 proved a useful relearning experience. In addition, RE initiated a test of world-wide alert notification system on 23 July 1984 at 1000 hrs. Within 48 hours, a contact rate of 93.5 percent (1240/1346) was achieved. Considering the alert notification system was exercised during the peak vacation period, the RE directorate thought that the contact rate achieved was surprisingly high.<sup>35</sup>

### Exercise POWDER RIVER

■ JCS Exercise POWDER RIVER 84 was held from 15 October - 26 October 1984. On its own initiative, AFIS/RE devised an exercise to test the procedures which reservists assigned to AFIS or individual mobilization augmentees (IMAs) would utilize if they were called up/mobilized. Four bases in California were chosen where AFIS/RE detached training sites were collocated. The chosen base and the respective DTSs were: Beale AFB, DTS 20, Castle AFB, DTS 3, McClellan AFB, DTS 29, and Travis AFB, DTS 4.<sup>36</sup>

■ The test involved two IMAs on each base. One IMA had written orders and the other was told to report on verbal orders of the commander (VOCO). At 0800 hrs on 15 October the eight IMAs reported to their respective base CBPOs for in-processing. This phase of the exercise assumed the local base was the M-Day assignment for each IMA. After completing the CBPO phase, the eight IMAs reported to the base transportation management officer (TMO). The second part of the exercise assumed the IMAs' M-Day assignment was somewhere in PACAF. The results of the test were mixed. The CBPOs had no trouble in-processing IMAs. The CBPOs did not worry about whether the IMA had written orders or were on VOCO. The TMOs did treat the IMAs differently. An IMA with written orders received help while the IMA on VOCO received none. The RE directorate's Readiness Branch was to discuss this dilemma at the IMA Operational Management Group Workshop. It was

important for all AFIS IMAs to be helped by base TMOs when travelling on VOCO orders. All AFIS IMAs were instructed to be prepared to begin travel to their M-Day assignments within twenty-four hours of notification. Most, if not all, of these IMAs travelled on VOCO. A solution to this problem must be found, but at the end of December, the problem was unsolved.<sup>37</sup>

#### Exercise ULCHI FOCUS LENS

Fifteen reservists participated in Exercise ULCHI FOCUS LENS, a command post exercise sponsored by the Joint Chiefs of Staff, United Nations Command, the Republic of Korea (ROK), and the ROK/US Combined Forces Command (CFC). The reservists augmented active duty personnel in administration, the Air Force Special Security Office, the CFC scripting cell, and other elements in the Air Component Command's Intelligence Directorate. They were also in combat intelligence and exercise scenario controllers.<sup>38</sup>

#### MOA with ARPC

In an effort to clearly define the separate responsibilities of the Air Reserve Personnel Center (ARPC) and the RE directorate for handling intelligence Category B reservists, a memorandum of agreement (MOA) was drafted and circulated through AFIS/RE. The agreement was necessary because AFR 35-41, Volume II, "Reserve Personnel Policies and Procedures, Reserve Training," did not delineate the specific responsibilities of the single manager of category B reservists, thus no document existed which defined the role of AFIS/RE in relation to the function of ARPC. In December, the directorate sent the draft MOA to ARPC/XP for review and comment. In 1985, the MOA was expected to be finalized and signed by the ARPC and AFIS commanders.<sup>39</sup>

#### Intelligence Support Projects

The Readiness Branch's DTS Projects Section monitored over 487 locally and remotely tasked DTS intelligence projects in support of 30 major commands, special operating agencies, the Air National Guard, the Navy, and joint commands. Through the projects, the reservists received proficiency training and the active force and reserve force users received intelligence support. Some of the projects were the following: Nicaragua Country Brief, DTS 1, McGuire AFB, for 21st Air Force; Advanced X-Ray Astrophysics Studies, DTS 4, Lowry AFB, for Foreign Technology Division; Weapon System Reference Aids, DTS 5, McChord AFB, for 62d Military Airlift Wing; Soviet teleprocessing analysis, DTS 7, MacDill AFB, for Foreign Technology Division; Brazilian Nuclear Development, DTS 8, Glenview NAS, for Defense Intelligence Agency;

Enemy Threat to Selected PACAF Air Bases, DTS 9, Hickam AFB, for Pacific Air Forces.<sup>40</sup>

The RE directorate managed the DTS projects through the training weekend reports submitted by each DTS. The report data included project numbers, descriptions, tasking organizations, estimated completion dates, and time reservists devoted to them. The data was compared with previously submitted data and was analyzed in terms of viability of training value and on-going status. Area directors and directorate staff also managed the projects through staff assistance visits. Users assessed projects by submitting evaluation reports.<sup>41</sup>

#### WORKSHOPS

Two joint and three area director - DTS commanders workshops were held during the year. These workshops, chaired by the respective area directors, provided a forum for DTS commanders to review areas of management, operations, and personnel with an objective to further refine and improve the existing Air Force Intelligence Reserve Program. The commander and staff of the RE directorate, the mobilization assistant to the ACS/I, and the reserve forces advisor to the ACS/I attended these workshops. In conjunction with the Enlisted Promotions Selection Board, an Area Enlisted Advisors (AEA) Workshop was held on 7 August 1984 at Fort Belvoir.<sup>42</sup>

#### Issues

Some of the issues discussed at the Joint Southeast/Central DTS Commanders Workshop, 23-25 March 1984 at McDill AFB, Florida, were the following:<sup>43</sup>

ISSUE: Selective Retention Boards \*

COMMENT: "We all understood the current necessity for selective screening for retention. Most agreed to retaining the unit vacancy option as an incentive for our people. We discussed what we as managers can/should do to retain our good people."

ACTION: "AFIS/RE requested to provide immediate feedback to the area staffs on results of board actions."

ISSUE: Continuation of Travel Problems

COMMENT: "The field commanders were asked to document problems and recommendations.

ACTION: "DTS/CCs plus AFIS/RE oversight responsibility."

ISSUE: Reserve Tours at AFIS/RE

COMMENT: "AFIS/RE should consider using some of our experienced reserves at Ft. Belvoir for annual tours if MAJCOM AD tours are unavailable. Overseas IMA's are logical candidates."

ACTION: AFIS/RE

Some of the issues discussed at the Pacific Area Directors/DTS/Commanders Workshop, 2-3 June 1984, were the following:<sup>44</sup>

ISSUE: "Because M-Day assignments can be, and often are, changed, is it possible to make a blanket requirement that all AFIR members be required to take the CBW training?"

RESOLUTION: "The regulation states that the training is for individuals assigned to high-threat areas. This item will be recommended for all Cat "B" individuals."

ISSUE: "Could more data be provided on the select-out process?"

RESOLUTION: "The same process is used as the one at ARPC. Board is comprised of 1/2 active and 1/2 reserve personnel. It--the process--is done reluctantly."

ISSUE: "Space division cuts its own orders. Why was it decided that AFIS cannot?"

RESOLUTION: "AFIS has been cutting its own orders for the last 2 years on the MPA side of the house. RPA orders number some 3000 sets annually, requiring a stringent audit trail. ARPC is charged by AF/RE to handle the RPA account."

ISSUE: Exercise participation often excludes the reservist's presence during the pre-exercise training/orientation. Can this be remedied?"

RESOLUTION: "Reservist can help by educating people who are requesting individuals for exercises."

The annual Area Directors' Workshop took place at Fort Belvoir on 20-21 October 1984. Participants were the mobilization assistant to the ACS/I, the mobilization assistant to the DACS/I, the RE directorate staff, the seven area directors, and the five members of the Board of Advisors. The workshop was a forum for discussing items of mutual concern among the leaders of the AFIR program, reviewing achievements, and determining management objectives for the forthcoming year.<sup>45</sup>

Some of the issues discussed at the Area Directors' Workshop were the following:<sup>46</sup>

ISSUE: "Organization, charter, and meaningful tasks should be identified for BOA members as well as portraying BOA as

an honorable service organization which should exist for DTS/CCs and ADs who have contributed to AFIR."

RESOLUTION: "BOA is tasked to provide an OI input for BOA organization and tasking in three weeks."

ISSUE: "Duty description in OER for a particular individual contained more additional duty than IMA duty description."

RESOLUTION: "AFIS/RE policy concerning duty descriptions - rater will describe the ratee's individual mobilization augmentee duties. These duties constitute the majority of the description. Additional duties should be mentioned but emphasized to a lesser degree."

ISSUE: "Reservists returning from overseas AD tours can return priority 2 on MAC air flights in order to get back to civilian employment without penalty."

RESOLUTION: "AFR 75-8 outlines entitlement and procedures for requesting a priority 2 return."

ISSUE: "IRIS updates are slow and redundant. Should we continue to submit by TW report? Individual call in? or annotated reports?"

RESOLUTION: "Continue to send in changes by TW report, individual calling and annotated reports. You can speed our ability to find and update new data in TW reports by highlighting on a roster what changes are effective vs attaching unmarked roster designated as containing new info."

## PERSONNEL SECURITY

[redacted] During the year, the Security Branch (REPS) processed 71 special background investigations (SBIs) and 201 SBI periodic reinvestigations (PRs). The total of 272 represented a 33 percent decrease from the previous year due to the leveling off of the number of periodic reinvestigations required and an increase in the number of individuals entering the AFIR program with current investigations. In addition, approximately 1075 separate actions were initiated for reserve tours requiring sensitive compartmented information (SCI) access.<sup>47</sup>

[redacted] The Security Branch also recommended changes to AFRs 10-7, 205-1, and 205-32 to enhance the procedures for processing security clearances for IMAs. As a result of staffing the recommendations at ARPC, changes were approved to these regulations. Their intent was to expedite valid security clearances at the units of attachment and to insure correct investigations were initiated. The regulations previously had not taken into account the complexities associated with the IMA assignment program.<sup>48</sup>

## PERSONNEL MANAGEMENT

### Statistics

As of 31 December 1984, the RE directorate managed 1,365 reservists: 1,307 assigned and 58 attached for training. This represented 71 percent manning of the authorized strength (84 percent officer and 45 percent enlisted) of 1,911 positions.<sup>49</sup>

### Management Actions

One of the major changes during 1984 was the moving of positions from HQ Tac to commands LANTCOM, USCARIB, CENTCOM, ICELAND DEF, REDCOM, SOUTHCOM and AZORES. Each of these commands now has position numbers for the RE directorate. Also, the 203X0 AFSC (Linguist/Interrogator) was identified with a Special Duty Identifier of 99606 which was awarded secondary AFSC for the 203X0 career field. SDI 99606 was identified as Linguist/Debriefer/Interrogator and was awarded to all personnel holding AFSC 203X0.<sup>50</sup>

During the year, the directorate had several overages in the grades of lieutenant colonel and major. Because of these overages (a first for AFIS/RE), a total of thirteen lieutenant colonels and fourteen majors were reassigned to HQ ARPC (NHRPS) Denver, Colorado, or to other programs.<sup>51</sup>

On the enlisted side of the house, the directorate witnessed several overages in career field 702X0 in the grades of master sergeant and above. As a result of this, two personnel were reassigned to ARPC (NHRPS) and twelve individuals were offered secondary utilization in career fields 201X0 (Intelligence Operations) or 203X0 (Linguist). As a result of this action, two personnel were maintained as 702X0s and ten individuals applied for secondary utilization in the two other AFSCs.<sup>52</sup>

The Manning branch (REPM) developed and used a new form, somewhat resembling the active duty AF Form 90 and AF Form 392. AFIS asked all IMAs to complete this form to provide a duty history for future use, DTS transfer requests, AFSC change requests, and M-Day command changes.<sup>53</sup>

The Reserve Air Attaché Program got a big boost this year with twelve personnel being assigned to attaché positions. This was an increase of over 300 percent from 1983.<sup>54</sup>

### Recruiting

Recurring advertisements in the Airman and Air Reservist magazines proved to be an effective source in reaching eligible

candidates. Word of mouth from other reservists already in the program was also useful. The detached training sites acting recruiters continued their local advertising initiatives by the use of newspaper daily bulletins, and other publications. During the year, 412 applications for assignment to the AFIR program were received. By year end, of the 293 applications approved, 44 were currently pending publication of orders by Air Reserve Personnel Center or other agencies, and fourteen were pending additional information to accurately request orders. Of the 412 applications, 63 were incomplete and were missing required documents necessary for processing.<sup>55</sup>

#### Quality Force Issues

##### Special Actions and Records

[REDACTED] The Quality Force Branch (REPQ) continued to be responsible for all special actions and records maintenance functions for the directorate. It processed 995 officer effectiveness reports (OERs), 274 reserve airman performance reports (APR(R)s) and 1,300 letters of evaluation. Although many OER/APR (R)s received from the DTs had to be done again or corrected, they were reaccomplished virtually error-free, and resulted in a final acceptance rate of better than 99 percent.<sup>56</sup>

[REDACTED] The AFIS/RE 1984 Outstanding Officer and Enlisted IMA of the Year Screening Board convened on 30 November and evaluated seven officer and seven enlisted candidates. The officer selectee was Lt. Col. Donald K. Woodman, NCA, and the enlisted selectee was TSgt Mary R. Threlkeld, SWA. They were submitted to ARPC for the Outstanding IMA of the Year Board which was to convene 27 January 1985. Capt. Erika C. Steuterman, SWA, was the selectee for the Air Force Reserve Outstanding Junior Officer of the Year 1984. She was submitted to USAF/REP for the 1984 Air Force Reserve Outstanding Junior Officer Board which convened at Hq USAF/REP, Washington, DC, 27 December 1984. The AFIS/RE RACP Screening Board evaluated eleven reserve enlisted candidates on 13 June, and recommended three to the ARPC/RACP Board.<sup>57</sup>

##### Statistics

[REDACTED] The Reserve Non-Extended Active Duty (NONEAD) Officer Unit Vacancy (UV) and Permanent Mandatory Promotion (Reserve Officer Promotion Act (ROPA) function experienced a busy year as indicated in the following promotion statistics:<sup>58</sup>

<u>ROPA ELIGIBLE/SELECTED</u>		<u>UV NOMINATED/SELECTED</u>	
<u>DATE/GRADE</u>	<u>AFIS/RE</u>	<u>AF/RESERVE</u>	<u>AFIS/RE</u>
			<u>AF/RESERVE</u>
Oct 84/Col	N/A		N/A
Jun 84/Ltc	65/46(71%)		2/2(100%)
Mar 84/Maj	55/49(89%)	988/686 (69%)	3/3(100%)
Aug 84/Capt	19/19(100%)	399/355 (89%)	7/6 (86%)
			24/15(63%)

[REDACTED] The Reserve NONEAD Enlisted Promotion Screening Board met 6 August. The following statistics represent the number of personnel considered, recommended, and promoted as of 31 December: 59

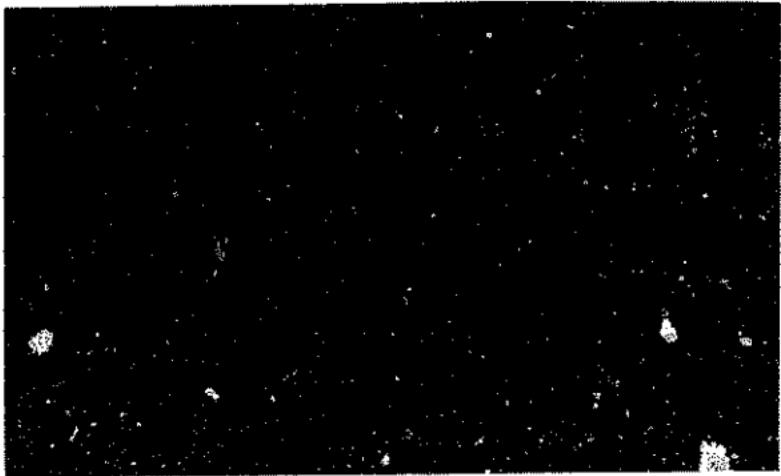
<u>GRADE</u>	<u>CONSIDERED/RECOMMENDED</u>	<u>PROMOTED AS OF 31 DEC</u>
CMSGT	13/6	2
SMSGT	31/16	2
MSGT	38/25	6
TSGT	31/20	17
SSGT	11/11	11
SRA/SGT	0/0	0
<b>TOTAL</b>	<b>124/67</b>	<b>38</b>

[REDACTED] During the year, reservists were recognized for their accomplishments and support by way of awards and decorations: 60

<u>TYPE OF AWARD</u>	<u>AWARDS APPROVED</u>	<u>AWARDS DISAPPROVED</u>
Legion of Merit	2	0
Meritorious Service Medal	20	5
Air Force Commendation Medal	42	0
Air Force Achievement Medal	44	0
<b>TOTAL</b>	<b>108</b>	<b>5</b>

[REDACTED] The Quality Force Branch was also responsible for the daily operation, maintenance, management, and control of the computerized Intelligence Reserve Information System (IRIS) and the Officer and Enlisted Personnel Information Files (PIFs) for approximately 1,370 personnel. Considerable time was spent in the development and design of a better, more functional, computerized IRIS system. Approximately 400 hours were logged in maintenance and update of mechanized data pertinent to the IRIS Computer Program. Also, 1,325 scheduled reports were processed in addition to many unscheduled reports. Computer product support was

provided by USAF Data Services and the Pentagon for the Abbreviated Master Report, Incumbent Roster, and Security Roster generated from IRIS.<sup>61</sup>



Deleted per 5 U.S.C. 552(b) (5)

**DIRECTORATE OF PERSONNEL****MISSION**

[REDACTED] The Directorate of Personnel (DP) provided the AFIS commander with assistance and recommendations on all matters that pertained to AF/IN and AFIS military and civilian personnel acquisition and assignment, career development and training, the Air Force Manpower and Personnel Center, and PALACE SENTINEL. It also monitored Air Force intelligence personnel resources and programs to facilitate harmony of interests and efforts.<sup>1</sup>

**ORGANIZATION**

[REDACTED] On 6 February 1984, the AFIS Manpower and Organization Division approved the directorate's request for an organizational change, which was implemented immediately. The change was to consolidate DP's three divisions: 1) Civilian Personnel, 2) Military Resources, and 3) Career Development, into two divisions: 1) Civilian Personnel (AFIS/DPC) and 2) Military Personnel (AFIS/DPR). Within the new Military Personnel Division, the former Career Development Division became the Personnel Programs Branch (DPRT). No changes occurred within the Civilian Personnel Division.<sup>2</sup>

[REDACTED] There were two reasons for the organizational change: first, the crossover of functions among military education, training, and assignment functions highlighted the need for unifying management below the level of director, and second, the creation of the new position of chief of the Military Personnel Division promised to provide the director with the needed support to work colonel matters for AF/IN and AFIS and for Air Force intelligence service-wide.<sup>3</sup>

**Transfer of Position to DPC**

[REDACTED] The directorate's organizational change request of February indicated that there would be no change in the Civilian Personnel Division (DPC). By summer, however, certain modifications to the division's functional organization were implemented for purposes of streamlining operations and clarifying roles and responsibilities. In July a civilian was detailed from the Personnel Programs Branch of the Military Personnel Division to the DPC to work training matters for AF/IN and AFIS civilian personnel and to continue development of a civilian Intelligence Career Development Program. At the same time, the Civilian Personnel Division requested a classification and recruitment action to fill, on a permanent basis, the position to which the civilian employee was transferred. These actions, in effect,

resulted in the permanent transfer of these and other associated functional responsibilities to the DPC.4

## **PERSONNEL**

### Key Personnel

Col. Ronald J. Skorepa continued as the director of the DP directorate, a position he held since 1 April 1982. On 23 May, Lt. Col. John S. Dolan assumed responsibilities as chief of the newly established Military Personnel Division. Maj. Stephen D. Broyles was chief of the Military Personnel Resources Division until 15 January 1984, and Lt. Cynthia D. VanEvery was chief of the Education, Training, and Career Development Division. Ms. Marilyn Hoopes continued throughout the year as chief of the Civilian Personnel Division.<sup>5</sup>

### Manning Strength

As of 31 December, the directorate's manning strength was as follows:

	<u>AUTHORIZED</u>	<u>ASSIGNED</u>	<u>PERCENTAGE</u>
OFFICERS	4	4	100%
ENLISTED	8	8	100%
CIVILIANS	5	5	100%
TOTAL	17	17	100%

## **MILITARY PERSONNEL**

### Personnel Programs

The primary mission of the Personnel Programs Branch was to ensure that the personnel in AF/IN and AFIS were properly trained to meet mission requirements. The following statistics show the growth of AFIS training.<sup>6</sup>

### EDUCATION AND TRAINING

	<u>MILITARY</u>					<u>CIVILIAN</u>				
	FY81	FY82	FY83	FY84	FY85*	FY81	FY82	FY83	FY84	FY85*
FUNDS (\$000)	24.0	33.0	44.5	50.0	52.1	5.0	14.0	15.5	15.0	17.0
QUOTAS	70	154	260	230	227	62	65	75	63	72

\*FY85 Projected

Professional Military Education (PME) opportunities for AFIS personnel also increased in some areas.<sup>7</sup>

PME OPPORTUNITIES

	FY81	FY82	FY83	FY84	FY85	FY86
SQUADRON OFFICER SCHOOL	3	5	10	9	*	*
NCO ACADEMY	3	4	12	10	13	13
NCO LEADERSHIP SCHOOL	2	8	15	4	8	9

\*Quotas for Squadron Officer School were provided four months ahead of a class start date. By December 1984, OP had received eight quotas.

Within the directorate, the Intelligence Training Programs was a section established in 1983 to be the single point of contact in the Air Force for selected intelligence training and research programs. Throughout 1984 it sought to sustain growth, refine procedures, and expand support. An advertising campaign was conducted to cultivate interest in intelligence training and to clarify the nature of the programs available to intelligence analysts and managers.<sup>8</sup>

On 19 October, the ACS/I sent a letter about intelligence training to over thirty-five addressees worldwide, informing them of the three basic programs, 1) Defense Advanced Language and Area Studies Program, 2) DCI Exceptional Intelligence Analyst Program, and 3) Quality of Analysis. The first program was sponsored by the DIA and was open to Air Force mid-career officer and civilian Third World intelligence specialists. Its purpose was to improve Third World analysis and language expertise through full-time study. Selection priorities for fiscal year 1985 were Sub-Saharan Africa, Middle East (emphasis on Gulf States), North Africa, Southwest Africa, Southwest Asia, Turkey, South and Southeast Asia and South and Central America. The DCI Exceptional Intelligence Analyst Program was open to Air Force mid-career officer and civilian intelligence analysts for the purpose of conducting a professional enrichment project around analysts' interests and skills. The Quality of Analysis program was open to professional Air Force officers, enlisted personnel, and civilians engaged in journeyman-level general intelligence or science and technology analysis.<sup>9</sup>

On 29 November, the Personnel Programs Branch convened a board of intelligence officers to review applications and recommend nominees for the intelligence training programs. The DIA-sponsored Quality of Analysis program showed the fastest growth in popularity, and the thirty-three applications had to be carefully scrutinized to ensure equitable distribution and to stay

within the limits of the budget. DIA had provided \$125,000 to the AFIS budget to fund the program, a considerable increase over funds allocated for it in fiscal year 1984.<sup>10</sup>

The board which convened on 29 November also considered the two applications to the DCI Exceptional Intelligence Analyst Program and the three applications for the Defense Advanced Language and Area Studies Program. The limited number of applications received for these lengthier programs suggested to the RE directorate that commanders were reluctant to release their best people for one to two years of training. Manpower concerns played a part in interested organizations' decisions to take advantage of these unique training opportunities. For example, manpower authorizations were not provided for personnel participating in the DCI Exceptional Analyst Program, so selectees were expected to occupy billets in their parent organizations for whatever period of time they were in training which could be as long as two years. Despite this limitation, AFIS/DPRT was able to enroll a qualified Air Force officer during 1984, with a projected completion date of May 1986.<sup>11</sup>

The Defense Advanced Language and Area Studies Program (DALASP) was another program which involved a lengthy commitment lasting as long as two years in some cases. The situation with regard to billets was somewhat better than for the DCI program since manpower authorizations were provided by DIA to AF/IN for each DALASP student selected. Nonetheless, this still meant that an organization had to give up a well qualified person and request and train a replacement. There were two military DALASP billets available in 1984 and both were filled. A third DALASP billet became available on 1 October 1984 when DIA approved the conversion of a civilian billet to a military one for the FY85 program.

The board found that applications for all of the long-term training programs were of top quality and, despite the limited competition, experienced no difficulty in selecting candidates for all FY85 openings.

Another intelligence training program, the Area Specialist Program (ASP), underwent some important developments in 1984. By 3 August, AFIS/DPRT published a new edition of the governing regulation for the program (AFR 36-16) which incorporated a number of changes, the most significant of which involved the following:<sup>12</sup>

1. Established HQ AFIS/DP as the ASP program manager for the Air Force.
2. Transferred to MPC resource advisors the authority to select officers for AFIT area studies training.

3. Simplified the application procedure and modified the qualifications for ASP applicants.

Meanwhile, the Directorate of Personnel Programs, Education Programs Division (HQ USAF/MPPE) began to study the ASP as a result of an AF/CVA suggestion to use AFROTC scholarships for Chinese language training and the resultant AF/MP tasking to look into the possibility of accessing officers with language proficiency to develop a broader base of support for the ASP. On 3 August, AFIS/DPRR participated in a USAF Area Specialist Conference hosted by AF/MPPE to discuss problems and possible solutions. Following this conference, AF/MPP proposed to the ACS/I that AF/MPP be established as overall ASP program manager to establish a program that would be fully integrated into the personnel system and better equipped to manage the careers and maximize the training of all area specialists. The ACS/I concurred with this proposal on 4 September, with AF/MPP acknowledging receipt on 17 September.<sup>13</sup>

At the end of December 1984, there were thirty-four intelligence officers enrolled in the Area Specialist Program. Twenty-nine of these were attending the Naval Postgraduate School, and the remaining five were attending various civilian institutes. HQ AFMPC PALACE SENTINEL resource advisors selected another twenty-one intelligence officers in the latter part of 1984 to enter training in 1985.

#### Assignments

##### Officer Manning

The Officer Assignment section of the Assignments Branch once again experienced problems with the manning of Human Resource Intelligence (HUMINT) officers for the Air Force Special Activities Center (AFSAC). With the addition of thirteen new officer HUMINT billets at the end of the fiscal year 1984, the problem was expected to continue, although PALACE SENTINEL worked diligently in 1984 to provide high calibre officers to fill these key positions.<sup>15</sup>

Air Staff manning for 1984 was 100 percent; AFIS manning was 90 percent. AF manning for the 80XX career field was 87 percent for 1984.<sup>16</sup>

AF/IN-AFIS experienced a high turnover in leadership during the year. New directors were assigned to five of the eight AF/IN-AFIS directorates. Five new division chiefs were also installed into AF/IN-AFIS billets. Realignment of officers within AF/IN-AFIS staff elements created manning problems in 1984. With the addition of new positions and units, AFMPC and AFIS/DPRR

continued to work closely to fill all requirements. AF/IN Staff elements received Priority One fill requirements. AFIS/INC and AFSAC received Priority Two fill requirements.<sup>17</sup>

In May 1984, the alignment of manpower spaces for the Directorate of Estimates (AF/INE) reorganization was completed. Working closely with AF/INE, AFIS/DPRRO was able to align the required manpower changes and create a workable situation by July. In a related move, AFIS/INDA (Special Studies Division) transferred from Bolling AFB to Washington Navy Yard on 15 October. This reorganization was accomplished to bring all of AFIS/INDA together at one location.<sup>18</sup>

#### Enlisted Manning

Airman assignments within AF/IN-AFIS continued to be filled at a high on-board strength in 1984 with Air Staff manning averaging 100 percent and HQ AFIS manning averaging 97 percent.<sup>19</sup>

Effective 1 October 1984, AFSC 203X0 (Linguist/Interrogator Helper) was converted to Special Duty Identifier 99506. This action made it easier to fill these positions since a candidate's experience in this line of work was readily identifiable in the personnel system.<sup>20</sup>

An unusual case, which arose in 1983 and was resolved in 1984, involved an Air Reserve senior enlisted member assigned to AFIS who erroneously re-enlisted in the regular Air Force. Since the erroneous enlistment adversely affected fiscal year end strength, career progression, and promotion opportunity within the individual's career field, the case was reviewed at levels up through the secretary of the Air Force. A discharge board convened in 1984 recommended immediate discharge, but in 1984, the member's appeal was approved. As a result, the individual was allowed to stay on active duty until he retired on 1 June 1986.<sup>21</sup>

#### Promotions

The following promotion statistics were recorded in 1984:<sup>22</sup>

#### OFFICER CATEGORIES

	COL	IN PRIMARY ZONE			ABOVE PRIMARY ZONE			BELOW THE ZONE		
		CON	SEL	XSEL	CON	SEL	XSEL	ELIG	SEL	XSEL
AF/IN	AFIS	3	3	100	0	0	0	9	2	22
		2	1	50	11	0	0	14	0	0

	AF/IN	IN PRIMARY ZONE			ABOVE PRIMARY ZONE			BELOW THE ZONE		
		CON	SEL	XSEL	CON	SEL	XSEL	ELIG	SEL	XSEL
LTC	AF/IN	13	10	77	2	1	50	17	0	0
	AFIS	8	5	63	12	1	8	35	1	2.9
MAJ	AF/IN	7	7	100	0	0	0	7	0	0
	AFIS	8	7		1	0	0	18	0	0
CPT										
84A AFIS		11	10	90.9	0	0	0	-	-	-
84B AFIS		9	9	100	1	1	100	-	-	-

#### ENLISTED CATEGORIES

	AF/IN			AFIS		
	ELIG	SEL	XSEL	ELIG	SEL	XSEL
CMS	1	0	0	13	4	31
SMS	3	0	0	31	10	32
MSG	2	1	50	45	20	44
TSG	4	0	0	82	11	13
SSG	2	1	50	20	10	50

During the year, the directorate processed for AF/IN and AFIS 417 Officer Effectiveness Reports (OERs) and 325 Airman Performance Reports (APRs). Year-end figures for AF/IN and AFIS were as follows:<sup>23</sup>

	TOTAL PROCESSED	ON TIME	PERCENT	NUMBER LATE	PERCENT
AF/IN:					
OERs	124	78	62	46	38
APRs	25	20	80	5	20
AFIS:					
OERs	293	247	84	46	16
APRs	300	277	92	23	8

#### Military Decorations

The following were the number of military decorations submitted during 1984:<sup>24</sup>

	<u>SUBMITTED</u>	<u>AF/IN APPROVED</u>	<u>PERCENT</u>	<u>SUBMITTED</u>	<u>AFIS APPROVED</u>	<u>PERCENT</u>
DSM	0	--	--	0	--	--
LOM	10	4	40%	2	1	50%
MSM	29	20	68%	69	21	30%
AFCM	6	6	100%	51	50	98%
AFAM	2	2	100%	34	30	88%

NOTE: DSM - Distinguished Service Medal  
 LOM - Legion of Merit  
 MSM - Meritorious Service Medal  
 AFCM - Air Force Commendation Medal  
 AFAM - Air Force Achievement Medal

#### AF/IN-AFIS Recognition Program

For 1984, the outstanding military personnel were recognized as follows:

<u>AFIS Company Grade Officer of the Year</u> 1 Lt Cynthia D. VanEvery	<u>Unit</u> AFIS/DP
<u>AFIS Senior NCO of the Year</u> SMSgt Bobby F. Carter	HQ PSAA
<u>AFIS/NCO of the Year</u> TSgt Deborah G. Groves	AFIS/DA
<u>AFIS Twelve Outstanding Airmen of the Year</u> SMSgt Bobby F. Carter *	HQ PSAA
<u>STEP Promotion</u> SSgt Larry S. Brown - Promoted to TSgt on 1 Jan 84	AFIS/INOA
<u>Outstanding MAJCOM Personnel Superintendent</u> MSgt Elizabeth J. Paulk	AFIS/DP

#### CIVILIAN PERSONNEL

##### Civilian Manning

On 31 December 1984, the AF/IN-AFIS civilian status was as follows:<sup>25</sup>

	<u>AUTHORIZED</u>	<u>ASSIGNED</u>	<u>PERCENT</u>
AF/IN	38	33	86%
AFIS	218	169	78%

[redacted] During the year, AFIS was able to stay within its authorized high grade ratio (20.16); however, declining strength figures was expected to impact negatively on this ratio in the future. As of 31 December, the high-grade control picture for AFIS was as follows:<sup>26</sup>

<u>ON BOARD STRENGTH</u>	<u>HIGH GRADE AUTHORIZED</u>	<u>HIGH GRADE ASSIGNED</u>
169	34	35

[redacted] To satisfy the management headquarters drawdown levied upon AF/IN, four Air staff civilian positions were realigned from AF/INE to AFIS/INOL. The positions were incumbered. Reduction-In-Force was not administered during 1984 for either AF/IN or AFIS.<sup>27</sup>

#### Program for General Intelligence Personnel

[redacted] For several years, the Air Force and DIA had been working to find a way to make the DOD Intelligence Career Development Program (ICDP) compatible with Air Force procedures and systems. Toward this end, Air Force and DIA concentrated in 1984 on accomplishing the automatic tape transfer of Air Force civilian personnel data into the Defense Intelligence Special Career Automated System. On 25 April 84, a meeting was held at Randolph AFB, with representatives from OCPO, IDA, AFMPC, and AFIS, where it was proposed that AF Form 2674, Individual Development Plan (IDP) be used by Air Force employees who were covered by the DOD Intelligence Career Program instead of the DD 1917, Employee Appraisal/Development Plan.<sup>28</sup>

[redacted] All parties agreed that other actions were needed to make possible the flow of information from the Air Force Data System to the DIA system. These were the following:<sup>29</sup>

[redacted] 1. AF/CCPO's assigning those positions/employees covered by the ICDP a special code designator which would automatically flow data to the DIA.

[redacted] 2. Adding additional intelligence courses to PDSC table 188 to make them available for use on AF Form 2674, Individual Development Plan (IDP). IDPs and the necessary

information would then be able to flow thru a tape transfer to DIA for use in ICOP. In order to get this action underway, Colonel Skorepa, the head of the DP directorate, met with a representative of OCPD on 16 October at Randolph AFB and provided him with a list of courses for inclusion into table 188 which had been previously agreed on by DIA, HQ AF/MPK, and AFIS. Inclusion of these courses into table 188 was expected to take place in February 1985, with the whole system being in operation by August 1985.

#### Review of DALASP

The Defense Advanced Language and Area Studies Program (DALASP) was established in fiscal year 1982 to promote advanced language training and area studies for intelligence analysts who specialized in the production of priority intelligence about the Third World. Beginning in March 1984, a review of the DALASP was initiated by DIA with service participation to determine why the DALASP was being used at only one-third of its capacity. As a result of that review, refinements designed to make the program more responsive to service and DIA needs were authorized in November 1984. The major changes in the DALASP which were expected to positively affect civilian participation were the following:

1. Part-time training and area studies authorized.
2. Civilian billets used as training or replacement/augmentation billets, depending on service and DIA requirements.

These long sought changes were expected to enable the Air Force intelligence community to make better use of the DALASP. The new procedure was to be implemented by the Air Force during fiscal year 85.<sup>30</sup>

#### OPM Evaluation

On 28 March, the Office of Personnel Management (OPM) conducted a one day on-site visit to HQ AFIS at Fort Belvoir. The purpose of this visit was to: 1) gather line information and assess the status of personnel management at the installation and 2) collect information on a random sample of AFIS headquarters appointment actions. As part of the evaluation, the OPM evaluator also spent time at the Andrews AFB CCPD.<sup>31</sup>

The evaluation contained findings that had been of concern to AFIS management for some time, and which included the following subjects:<sup>32</sup>

1. Personnel problems which developed as a result of Air Staff positions being serviced by the 1947th HSG, and

AFIS positions in the DC area being serviced by Andrews AFB

2. Emerging trend in the upgrading of AFIS positions.

3. Position Management

4. The inordinate length of time necessary to fill a position

5. Inadequacy of Andrews AFB CCPO vacancy announcements

6. Establishment of a Performance Management evaluation system

A copy of the evaluation report was forwarded to HQ Air Force. No comments or requests for any corrective action were received from HQ AF.33

#### AFR 40-452 Performance Management Program

Effective 1 July 1984, the Air Force implemented a new civilian performance management program. The governing regulation for this new system (AFR 40-452, Performance Management Program) incorporated Air Force regulations 40-450, 40-451, 40-527 and portions of AFR 30-335.<sup>34</sup> Also, a single form (the AF Form 860, Civilian Performance and Promotion Appraisal) was introduced which replaced the following three existing forms:<sup>35</sup>

1. AF Form 1281 - General Manager Appraisal (GMAS)

2. AF Form 1282 - Job Performance Appraisal (JPAS)

3. AF Form 1287 - Civilian Potential Appraisal (CPAS)

AFR 40-452 called for establishment of a quality control procedure for review of plans at the beginning and end of the appraisal period. To comply with this requirement, the following members of the AF/IN-AFIS Merit Pay and Incentive Awards Committee were designated to act as Quality Review officials for civilians under their jurisdiction:<sup>36</sup>

DACS/I (AF/IN Exec Officers) - AF/IN, AF/INJ, AF/INA (AFIS)  
Director or Deputy - AF/INE (to include AFIS/INO)  
Director or Deputy - AF/INY (to include AFIS/IND & AFIS/INZY)  
AFSAC/CC or CV  
Director AFIS/INS  
AFIS/CV (Remainder of AFIS organization)

AFIS/DPC provided administrative and technical assistance guidance to Quality Control Officials throughout the implementation of the system. During July and August 1984, AFIS/DPC conducted training on the new Performance Management Program. Training sessions were held at Ft. Belvoir, Bolling and the Pentagon. Both management officials and employees attended the training.<sup>37</sup>

#### Merit Pay and Performance or Incentive Awards

On 23 July, the ACS/I appointed his deputy, Brig. Gen. Paul H. Martin, to serve as the AF/IN-AFIS Merit Pay unit official. From 1981 through 1983, Col. Jack Morris, the ACS/I executive officer, had served as the unit official. The Merit Pay unit consisted of twelve AF/IN employees and twenty-five AFIS employees. The Merit Pay unit committee met on 24 July to review General Manager (GM) employee appraisals and recommendations for cash awards. The committee consisted of the director or deputy director, AF/INE; the director or deputy director, AF/INY; the director, AFIS/INS; the AFSAC/CC or CV, and the AFIS/DP or DPC as executive secretary, non-voting. Twenty-four GM employees received cash awards, ranging from 1 to 4 percent of their salaries. The Merit Pay Performance Awards for ratings given on 30 June 1984 were paid according to instructions received by the Central Civilian Performance Office on 14 October 1984.<sup>38</sup>

For 1984, seventy-eight individuals received Performance or Incentive Awards; the cash awards ranged from 1 to 4 percent of employees' salaries.<sup>39</sup>

#### PROGRAMS MANAGED BY DP DIRECTORATE

##### Intelligence Youth Employment Program

In 1983, AFIS instituted a youth employment program to encourage well-qualified students to pursue federal careers in the intelligence field. The program continued in 1984, with a total of three students hired. One was placed in AFIS/INC, and the other two were assigned to AFIS/INOZBEG. AFIS/DPC planned to continue recruiting for the Youth Employment Program in 1985.<sup>40</sup>

##### Suggestion Program

Throughout the year, the DP directorate managed the AFIS Suggestion Program. The suggestion log book revealed, in part, the following information:<sup>41</sup>

<u>TITLE</u>	<u>OPR</u>	<u>FINAL ACTION/ REMARKS</u>
Exceeding Safe Time Limits	---	Not Processed through DP
Distribution of AFIS/ AFSAC Pubs	AFSAC/DA	Not Approved
Parking Signs near Ent 5&6	IG	Not Approved
Self-Help Graphics Support	INDZD	Not Approved
Yards & Grounds Detail	CCF	Not Approved
Duties & Rspns		
Chng of Appl Proc - Def Attache Duty	INH	Not Approved Proc Exist
Background Book	DAU	NPTDP Not feasible admin
AFIS Compound	AC	Not Elig-Appy non-cash
Telephone Lines		
Copy Machines AFIS Compound Ft. Belvoir	DA/AC	NF due to current actions
Specific Building Names	CVE	Not Approved - AFR 900-9
Stripes of Exep Perf (STEP) for AFIS/RE	RE	Not Approved
Sales Tax Exemption for Airline Tickets	1700TRS/ LGT	PENDING AT OPR
Retrieval of Airline Mileage Club Incent	1700TRS/ LGT	Not Approved
HUMINT Intern Program	AFSAC	Interim Reply
New & Revised Depart- mental Forms		Pend at DPF
Weight & Control Program		Pend at DPF
After Hours Access to Alarmed Areas	--	1100th DPF
Supply Delivery Location Change	--	--

Voluntary Fitness Test

The DP directorate sponsored two physical fitness tests this year, the first of which was on 7 June, and the second on 11 October. Both were conducted from the Wells Field house on Fort Belvoir. Courses were set to accommodate both runners who did the

1.5 miles and walkers who did the 3 miles required by Air Force standards.<sup>41</sup>

"Brown Bag" Lunch Program

In January 1984, Mrs. Alta Gardner of AFIS/DP initiated a series of luncheon "brown bag" familiarization sessions for the civilians and military personnel working in Fort Belvoir's AFIS compound. These luncheons were scheduled throughout the year, and provided informal and informative learning experiences for the AFIS employees who attended. Some of the speakers and subjects were Lt. Col. Rowe on AFSAC functions and duties; Colonel Webb on his experiences as a POW during the Vietnam conflict; Claude Watkins on terrorism; Lt. Col. Garner on the budget process; Diane Putney on the origin of AFIS; Linda Sowers of the Red Cross on the uses of blood; Lt. Col. Wilder on targeting; Major D'Aguiar and Major Roser on deployment to Grenada; Major Dussault on debriefing of Navy pilot held by Syria, and Phyllis Pickard, Mary Jane Gantzler, and Alta Gardner demonstrating crafts.<sup>43</sup>

**DATA PROCESSING INITIATIVE**

The DP directorate continued efforts to increase in-house data processing capability throughout 1984. HQ AFMPC approved the directorate's request to hook its Philips MICOM 2002 word processing system into the Advanced Personnel Data System (APDS). This action provided additional terminal capability to retrieve data from APDS. To date, however, the directorate was able to obtain information only on personnel assigned to AFIS -- a limiting factor on the directorate's ability to retrieve and manipulate data.<sup>44</sup>

Concurrent with USAF's changeover to the Honeywell computer system for the APDS, the directorate requested that HQ AFMPC expand its world-wide access to include the MICOM system in addition to the main Honeywell CRT. Approval of this request would enable AFIS/DP to obtain and disseminate data as previously conceived, and vastly assist in making timely assignment and career management decisions. Another development which occurred during the year involved receipt and installation of two additional MICOM terminals and two more printers, which further expanded the system's accessibility. The new 2 X 2 system was approved for purchase during FY85.<sup>45</sup>

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CHAPTER V  
HUMAN RESOURCE INTELLIGENCE

AIR FORCE SPECIAL ACTIVITIES CENTER\*

HQ AFSAC  
DETACHMENTS 21, 22, 23  
ESAA  
PSAA

\*This is a condensed version of the CY1984 AFSAC History. For a complete version, see the separate CY1984 AFSAC History, consisting of one narrative volume and five volumes of supporting documents.

*- AFIS/HO never completed this project. "Side tracked" w.  
Powell-VREA book.*

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HEADQUARTERS  
AIR FORCE SPECIAL ACTIVITIES CENTER  
OPERATIONS

AFSAC MISSION

[REDACTED] Emigre, refugee, and defector briefings

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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AFSAC ORGANIZATION

[REDACTED] As a line organization of the Air Force Intelligence Service, AFSAC consisted of a headquarters located at Fort Belvoir, Virginia, with subordinate field units in the continental United States and overseas in the European Special Activities Area (ESAA), the Pacific Special Activities Area (PSAA), and Panama.<sup>3</sup>

Establishment of Detachment 23

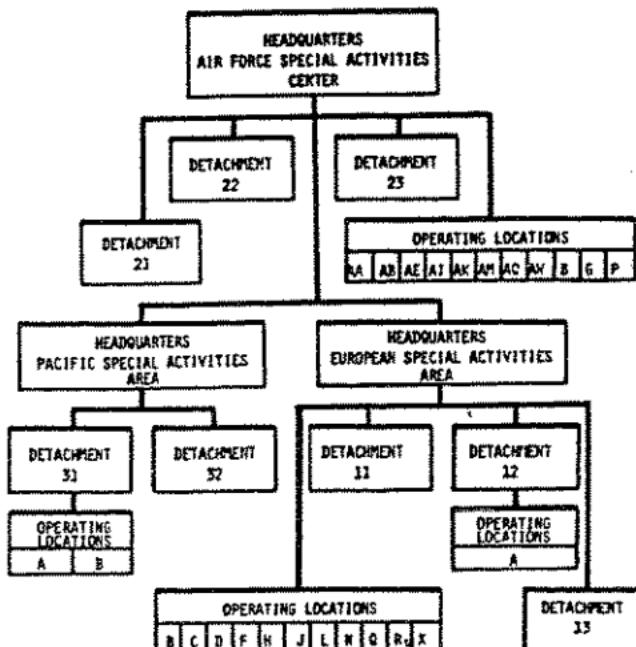
[REDACTED]

[REDACTED]

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798  
[redacted] Detachment 23 was the third detachment to the AFSAC headquarters as seen in the following organization chart.<sup>6</sup>



#### AFSAC MANNING

[redacted] At the end of 1984, the manning strength throughout AFSAC was the following:<sup>7</sup>

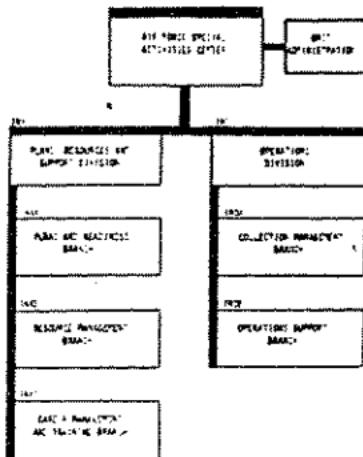
	AUTHORIZED	ASSIGNED	PERCENT
Officers	124	80	64%
Enlisted	115	101	87%
Civilians	102	79	77%
Total	341	260	76%

## HUMINT POLICY GROUP

■ AFSAC was under the command of the Air Force Intelligence Service. The assistant chief of staff, intelligence (ACS/I), acting through the Air Staff HUMINT Policy Group (AF/INYSH), provided AFSAC with HUMINT program resource management, operational oversight, and policy direction.<sup>8</sup>

## HQ ORGANIZATION

■ The AFSAC headquarters consisted of a command section and two divisions: Operations (INO) and Plans, Resources, and Support (INX).<sup>9</sup>



## HQ PERSONNEL

### Key Personnel

■ Col Nick Yankowski continued as commander of AFSAC, a position he held since 1 October 1981. On 5 March 1984, Col Charles R. Piver replaced Col William F. Bale as vice commander. Col Bale became the director of Intelligence Plans and Resources, Space Command, and Col Piver had been the commander of the security police unit at the 375th Aeromedical Airlift Wing. Lt Col John W. Doxey was promoted to colonel and continued to head the Operations Division. Lt Col Clarence L. Fairbrother replaced Lt Col Stephen H. Rowe, who retired from the Air Force on 1 August and who had been head of the Plans, Resources, and Support

Division. Lt Col Fairbrother came to AFSAC from the Directorate of Intelligence Plans and Systems, HUMINT Branch (AF/INYSH). Maj Charles F. Pugh continued as executive officer, a position he held since 1 June 1983.<sup>10</sup>

#### HQ MANNING

■ As of 31 December 1984, AFSAC headquarters was manned at 76 percent of its authorized strength.<sup>11</sup>

	<u>AUTHORIZED</u>	<u>ASSIGNED</u>	<u>PERCENT</u>
Officers	29	19	65%
Enlisted	20	19	95%
Civilian	17	12	70%
Total	66	50	76%

#### OPERATIONS

■ The Operations Division managed and directed the HUMINT operational activities of all AFSAC field elements and coordinated USAF HUMINT collection operations, projects, and programs at the national-level, while monitoring such coordination with unified and component commands.<sup>12</sup>

#### Division Reorganized

■ On 29 August the Operations Division, which consisted of three branches, Collection Management (INO4), Security (INO8), and Operations Support (INO5), was reorganized. The Operations Support Branch was redesignated INO8, and the Security Branch was abolished. The reports officers within the Security Branch were reassigned to the various regional desks within Collection Management (INO4). The abolition occurred because it was believed that the desks themselves could perform the INOB functions.<sup>13</sup>

#### Branch Responsibilities

■ The Collection Management Branch consisted of the European Section (INOAA), the Pacific Section (INOAB), and the Western Hemisphere Section (INOAC). The branch provided operational guidance to the headquarters of each special activities area and the CONUS-based detachments and maintained contact with national-level analytical and production elements. The branch conducted operational development planning, All-source research, and mission target analysis in support of current and future USAF HUMINT activities. The branch also conducted programs

to assess the significance, impact, utility, and value of AFSAC products.<sup>14</sup>

[REDACTED] The Operations Support Branch served as the Air Force HUMINT requirements control authority and HUMINT reporting and evaluation program manager. In accordance with current directives and regulations, INOB implemented intelligence oversight policies to insure the propriety and legality of Air Force HUMINT activities. The branch administered the Foreign Disclosure, Freedom of Information, and Privacy Act Programs for AFSAC, maintained all source files for Air Force HUMINT, and handled source administration.<sup>15</sup>

Validated Projects

[REDACTED] During 1984, the Defense Intelligence Agency (DIA) validated seventeen projects; none were disapproved. DIA had the management authority to validate projects, and CIA/DDO had the approving authority. It was necessary for all AFSAC projects to be validated by DIA and coordinated with CIA. For a project to be validated, it had to comply with all intelligence oversight regulations and with directives in DIAM 58-11.<sup>16</sup>

[REDACTED]

[REDACTED]

[REDACTED]

Unilateral Withdrawal from Project

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**ANALYSIS OF FILES**

[REDACTED] In the latter part of the year, the files of the European Special Activities Area (ESAA) and the Pacific Special Activities Area (PSAA) were updated or analyzed.

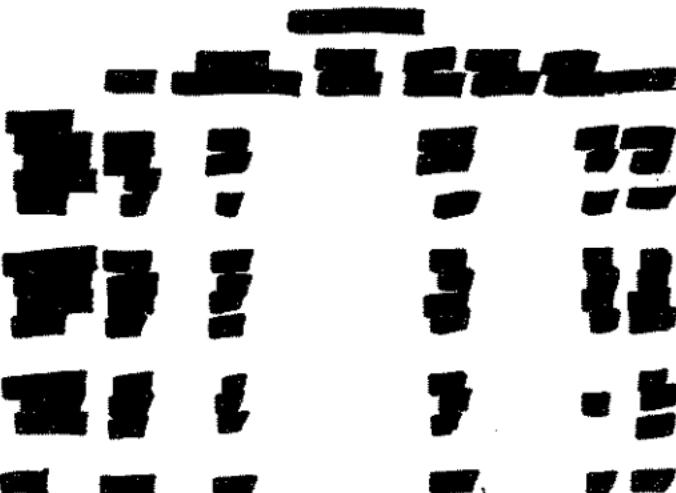
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**REPORT PRODUCTION STATISTICS**

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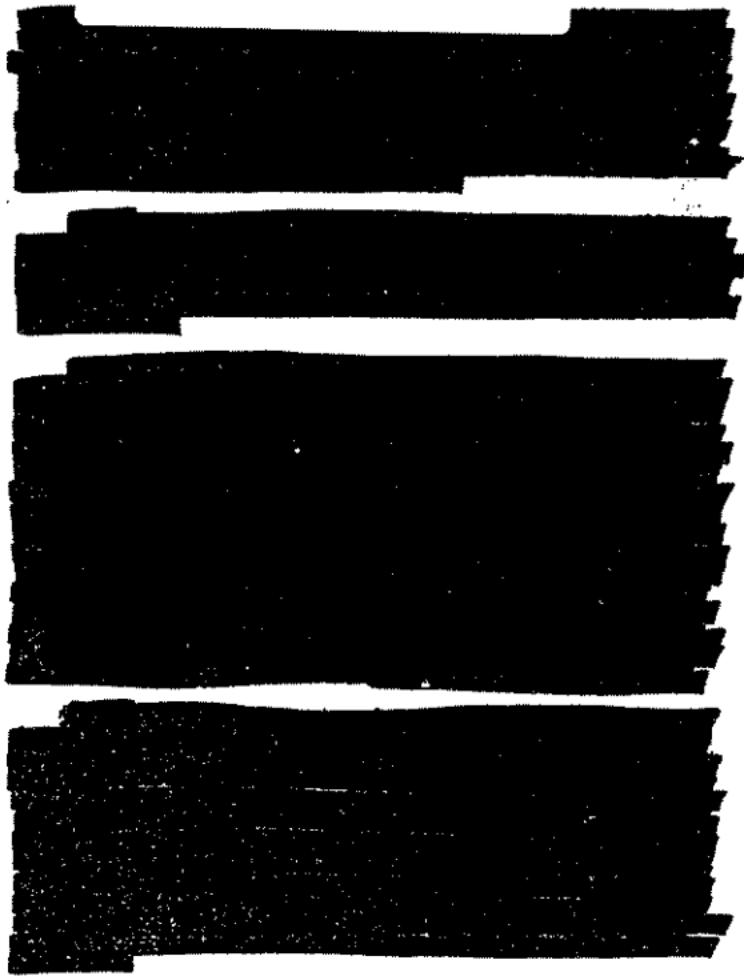


FTD IIRs

[REDACTED] On 16 January, CMSgt Kenneth Watts and A1C Mark Kaczmarek created a Report Program Generator (RPG) on the Defense Intelligence Agency On-Line System (DIAOLS) in order to retrieve IIRs by project number in approximately ten to fifteen minutes. This new capability was to assist case officers with case reviews.<sup>25</sup>

NEW DOCEX INITIATIVE





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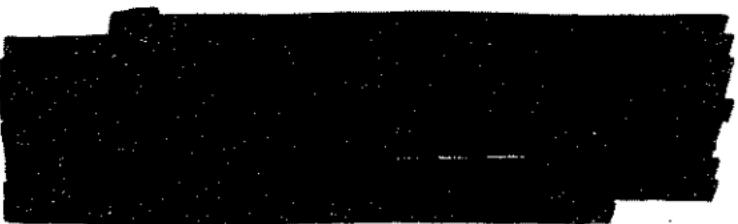
Subsequent to the AFSAC team's departure, the 470th MI Group sent a message to AFSAC concerning the activity of the AFSAC team. In part, the message stated: "We were very pleased with the professionalism of the AFSAC personnel who were TDY to the 470th in Nov and Dec. After an initial orientation, they were receptive to our system and proved to be skilled and productive assets to our program. . . . The quality of personnel and their level of performance was excellent. We hope to continue this program as long as funds and personnel are available."<sup>33</sup>

#### **NGO FIELD OFFICES**

## Transfer of Billets

objectives for FTO, an operational capability priority chart, and a collection objectives priority chart.<sup>40</sup>

### Regulations



[REDACTED] On 10 December, AFSAC Regulation 23-11 was published, which stated the mission, organization, responsibilities, and relationship of the newly established Detachment 23.<sup>42</sup>

[REDACTED] The following regulations were updated: AFIS Regulation 23-2, "Organization and Functions, Air Force Special Activities Center (AFSAC) (U)," 20 December 1984. References were updated; the basic wartime mission was declassified; division responsibilities were updated to include communications and ADP functions; personnel functions transferred from DA to INX were accounted for; and the AFSAC organizational chart was updated. AFSACR 200-4, "Foreign Intelligence Operations Involving US Persons" and AFSACR 200-12, "Dossiers" were also revised.<sup>43</sup>

### HUMINT Highlights



[REDACTED] On 6 June, AFSAC Pamphlet 200-27, "Air Force HUMINT Highlights," was distributed to the field. This publication was designed to demonstrate the USAF HUMINT contribution to the national defense. The topics dealt with were the following: the Defense Liaison Program, Communist Bloc military capabilities, scientific and technical matters, the Third World, and Soviet missiles and space. Photographs and a bibliography of intelligence information reports (IIRs) were included. AFSAC sent copies of the highlights to eighty-six recipients, some of which were the Office of Naval Intelligence, the US Army Intelligence Security Command, nine DIA offices, HQ EUCOM, USCINCPAC, HQ LANTCOM, COMUSKOREA, COMUSJAPAN, and three AFIS reserve detached training sites.<sup>44</sup>

[REDACTED] On 1 November, the AFIS/INS granted approval for the WANG computer to be used in the SCIF.

[REDACTED] During the week of 10-14 December, CMSgt Watts conferred with DIA/RCM-4, the C&P Telephone Company, and the Air Force Telecommunications Office (AFTCO), Scott AFB, to preclude a disconnect of the 9.6 high speed digital circuit between the SCIF and the Defense Intelligence Analysis Center (DIAC), Bolling AFB. The AT&T divestiture brought about new procedures which did not allow use of the 49 DSPM 1094 Circuit from Arlington Hall Station (AHS) to Bolling AFB. Chief Watts was successful in having the line re-routed through INSCOM, AHS to Bolling AFB, thus preventing an interruption of service.

[REDACTED]

New AUTOSEVCOM Doctrine

Intelligence Oversight

[REDACTED]

Support Requests Processed

[REDACTED] The following are statistics on the support requests processed during the year. 55

- 25 - Freedom of Information Reports
- 32 - Foreign Disclosure Requests
- 33 - Significant Change Reports
- 12 - Quarterback Operations
- 5 - One-Time Sources

PLANS, RESOURCES AND SUPPORT  
AIR FORCE SPECIAL ACTIVITIES CENTER

[REDACTED] "Wartime readiness" was a key theme throughout the Plans, Resources and Support Division during the year, especially since the deployment of twenty-four men to Grenada during Operation URGENT FURY had revealed some wartime planning deficiencies.<sup>56</sup>

**BRANCH REMANED**

[REDACTED] Formerly known as the Plans and Policy Branch, INXA changed its name to the Plans and Readiness Branch on 18 July 1984 to better define the focus of its duties. It dropped "policy" from the name because AF/INYSH actually had the responsibility for HUMINT policy, not AFSAC/INXA.<sup>57</sup>

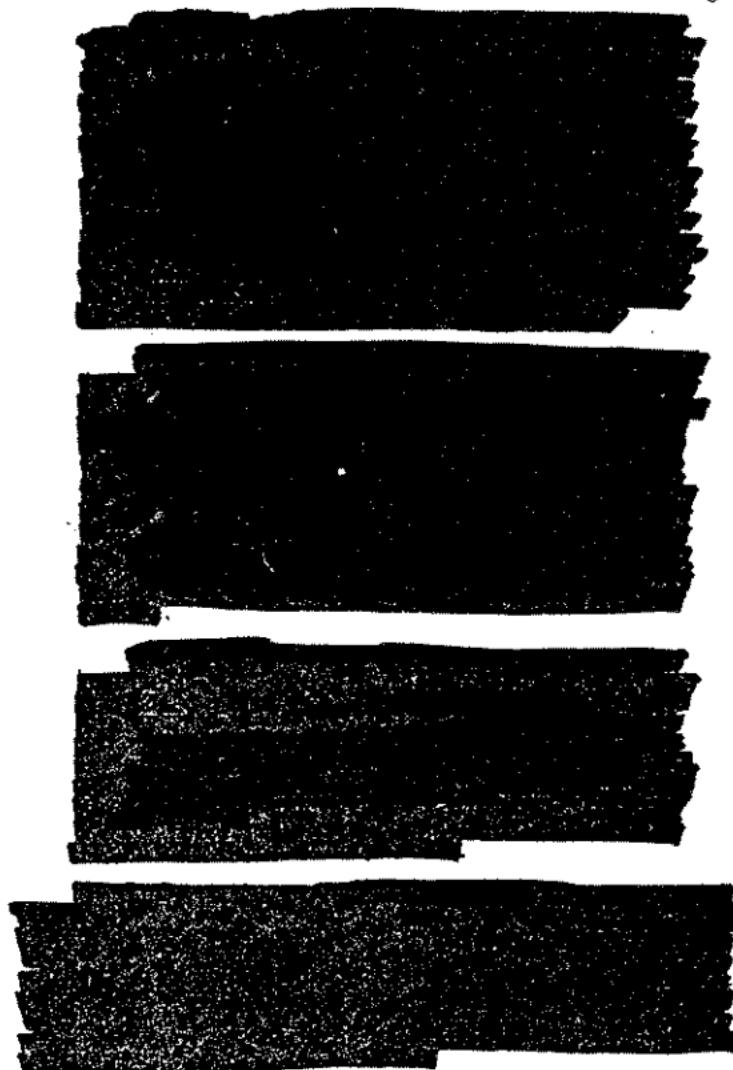
**AFSAC'S WARTIME POSTURE**

[REDACTED] During the year, Maj Robert H. Roser worked on the preparation and staffing of a comprehensive study of Air Force HUMINT wartime readiness, documenting the strengths and weaknesses of AFSAC's wartime posture. Roser focused on five specific areas: force levels, training, language capability, planning, and mobility equipment.<sup>58</sup>

[REDACTED]

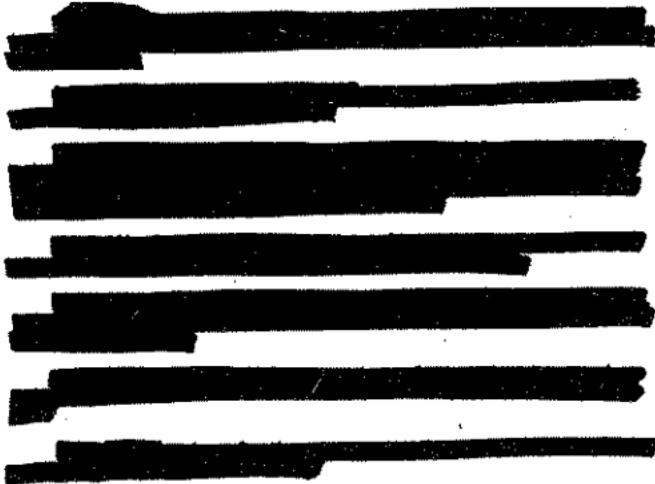
[REDACTED]

[REDACTED]



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The study made the following recommendations:<sup>61</sup>



8. [REDACTED] Request the opening of the interrogation training at DSDIC for Air Force personnel.

9. [REDACTED] Take greater advantage of the interrogation course offered by the AFIS Directorate of Intelligence Reserve Forces.

10. [REDACTED] With the Defense Intelligence Agency, devise a formal doctrine for the operation of joint interrogation centers and strategic special interrogation facilities in wartime.

[REDACTED] In addition to these recommendations, the report included six specific directives that involved the AFIS Directorate of Intelligence Reserve Forces (AFIS/RE). The entire study was complete at year's end awaiting only receipt of coordination from AFIS/RE before final publication.<sup>62</sup>

#### MOBILITY ENHANCEMENT

##### Field Unit Proposals



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[REDACTED] The concept paper recommended adoption of Solution C. By year's end, however, the commander had not yet made a firm decision on which course to take. Later in the year, he tasked Detachment 21 to take another look at the mobility unit proposal; the detachment's study was still not complete at the end of this reporting period.

#### Unit Type Codes

[REDACTED] Also regarding mobility enhancement, a great deal of effort was expended during the year on ensuring that the Unit Type Codes (UTCs) for AFSAC HUMINT augmentation teams were manned and properly organized. As the year went on and more mobility equipment was acquired, it became clear that the UTCs required changes to include equipment as well as personnel. The update had not been begun by the end of the year, but was slated for early 1985. UTC changes were also an ongoing aspect of the review of ESAA OPLAN 4102, and the question of the wartime use of emergency-

essential civilians prevented final approval of ESAA's proposed changes.<sup>65</sup>

Coordination With 525th MI Group



Communications Initiatives



Wartime and Contingency Communications

The leading contender for a MITCOM system at the beginning of the year was the PACEK SPEAK (AN/GRC-206) tactical radio, identified in 1983 as a candidate. This system was assessed to possess more capability than that required to meet AFSAC's needs, and throughout the year many other systems were studied, with no final decision being reached on a suitable substitute.<sup>69</sup>



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Other Communications



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The expanding scope of the JCF relocation/upgrade program also made it clear that an approved program management directive (PMD) would be required to provide guidance and direction for the project. A draft PMD was prepared by AF/INYSH. In December, INXA reviewed the draft and made several recommended changes, and the AFSSAC commander indicated his approval of the document on 21 December.73 At the end of the year, the PMD was being forwarded to various Air Staff, AFCC, ESC, Army, and other affected offices for review and comments.

ADP Initiatives

[REDACTED] in 1984, AFSAC initiated a series of actions designed to increase office efficiency through automation. Early in the year representatives of the INCO Corporation, working under an AFIS contract, began an in-depth survey of AFSAC's automatic data processing (ADP) requirements and by May had produced an initial functional description of the system proposed for HQ AFSAC and Det 21. By September, the study had progressed to the system specification stage for INX, and a draft system specification report was published for review.<sup>75</sup>

[REDACTED] The first phase acquisition of ADP equipment was completed by year's end, with the second phase purchase scheduled for December and the third for summer 1985. By 31 December, initial WANG Alliance System terminals and Portmasters were in place and operational in the AFSAC/AFIS SCIF, AFSAC/ACF and LG, and Det 22. Delays, however, were encountered in the second phase purchase due to NSA contractual problems. A funding shortfall of \$750,000 had to be overcome to complete the third phase purchase.

[REDACTED] A related problem dealt with the training of AFSAC personnel to use the new WANG equipment. The cost of training and defining who would pay for it caused delays and confusion. By the end of the year it appeared that only three people would receive actual training from WANG -- one each from INX, Det 76, and Det 22. These individuals would, in turn, train other personnel in use of the new equipment.<sup>21</sup>

[REDACTED] ADP and the AFSAC Operational Communication System - A long-standing problem for AFSAC had been the lack of a dedicated, secure operational communications system for sensitive HUMINT traffic. The commander had long objected to the fact that AFSAC's most sensitive operational traffic had to be processed through external communications facilities, a less than desirable security situation. The acquisition of ADP equipment AFSAC-wide, which began in 1984, gave the first real hope of acquiring a dedicated communications system through the networking of ADP terminals via the Defense Data Network (DDN). Reserve Captain Laura L. Smith, during her tours at HQ AFSAC, researched the possibility of WANG interconnectivity via the DDN, and prepared proposals for an Air Force HUMINT Data Net. The basic proposal was announced to the area commanders in a 5 September letter, and was updated on 15 November with instructions on how to work the networking issue at

the theater levels. The soft target date for system interconnectivity was set for December 1985.<sup>77</sup>

Also on 15 November, the first six requests for service (RFSS) for the Air Force HUMINT Data Net were submitted to the director of the Army Information Systems Command, officially beginning the interconnectivity push. By the end of the year the project was well under way, although expected delays of WANG equipment and the need for physical modification of some facilities to provide the required security for the equipment caused the soft target date for interconnectivity of December 1985 to look very unlikely.<sup>78</sup>



Releasable per 5 U.S.C. 552(b)(1)

Secure Voice Upgrade - The upgrading of AFSAC's secure voice capabilities began in 1983 and continued into 1984 with redistribution of existing KY-3 secure telephones and programming for new devices via the Secure Voice Improvement Program (SVIP). AFSAC's original SVIP input had been submitted in October 1983, and in May 1984, AFCC/SIMS tasked all secure voice customers to review the final SVIP data base. AFSAC's review and recapitulation was submitted on 31 May.<sup>80</sup>



Releasable per 5 U.S.C. 552(b)(1)

#### RESERVE AFFAIRS

The Plans and Readiness Branch (INXA) made great strides

in the management of the reservists during 1984 with a number of new initiatives and with more communication with the AFIS Directorate of Intelligence Reserve Forces (AFIS/RE) and the Plans and Programs Division (AFIS/XP) on training and wartime utilization of Reserve Individual Mobilization Augmentees (IMAs).<sup>82</sup>

#### IMA's Wartime Positions and Qualifications

██████████ Early in the year, the INXA branch began reviewing reservists serving annual tour assignments at HQ AFSAC. The purpose of the review was to ensure IMAs were used in their wartime positions whenever possible. For example, reservists assigned to Unit Type Code (UTC) PFJB9, which augmented HQ AFSAC in wartime, were assigned to the offices they would occupy in wartime. Reservists assigned to other UTCs generally could not occupy actual wartime positions; however, the offices of assignment were asked to give them jobs which would apply to their wartime duties. Also, when reserve augmentation was sought for exercises, INXA attempted to obtain IMAs who would deploy to the area of the exercise scenario in wartime.<sup>83</sup>

██████████

#### Mobility Training and Equipment

██████████ The provision of mobility training (chemical defense, small arms, and driver's training) to reserve IMAs had long been a problem, with no systematic program established by AFIS/RE to see that personnel received the required training. To ensure AFSAC IMAs were truly wartime ready, INXA initiated a change to AFSAC Regulation 28-1 "HUMINT Augmentation Teams," which tasked INXA to identify training requirements for reserve IMAs, and tasked INXC to schedule these personnel for required training during their annual tours. Although this represented an extra burden on the AFSAC staff which, according to INXA, should probably have been borne by AFIS/RE and the individual reserve DTSs, it was an expedient and necessary measure expected to significantly improve the wartime readiness of AFSAC IMAs.<sup>84</sup>

██████████ Close contact was also maintained throughout the year with ESAA and PSAA to identify and, where possible, resolve reserve program problem areas. ESAA provided a very detailed input

in a June 1984 message which outlined deficiencies and recommended corrective actions in seven areas relating to reserve management: authorizations, manning, records, assignments, qualifications and training, tour management, and program guidelines. Other ESAA inputs provided information about problems in the reserve program and addressed both individual IMAs and problems inherent in the reserve management system.<sup>86</sup>

[REDACTED] Another significant limitation affecting the wartime use of reservists was the still unresolved problem of provision of mobility gear for reserve IMAs. Although the Air Force War and Mobilization Plan and Air Force Regulation 28-5 placed the responsibility for providing mobility gear on the major command (MAJCOM), the cost of this equipment and the attendant problems of storage, upkeep, and accountability led most commands to avoid the issue. United States Air Forces, Europe (USAFE) agreed to provide equipment for reservists mobilized in theater, but insisted that IMAs arriving from CONUS bring equipment with them. The issue of mobility gear for reserve augmentees proved to be a major stumbling block to finalizing the long overdue update of the ESAA memorandum of understanding (MOU). The issue remained unresolved at year's end, but for the first time was being seriously addressed at the MAJCOM level. AFSAC/INXA, rather than AFIS/RE, was the driving force behind the new attacks on this problem.<sup>87</sup>

#### Management Issues



In October 1984, INXA prepared the consolidated AFSAC input to the Annual Assessment of the Intelligence Air Reserve Forces, addressing both the strong and weak aspects of the program. The most pressing issue raised was securing mobility bags for reserve INAs. This issue, however, was omitted from the final assessment report prepared for the ACS/I by his reserve forces advisor.<sup>89</sup>

#### EXERCISE ACTIVITY

##### Participation in Exercises, 1982-1984

As the office of primary responsibility for planning, scheduling, and monitoring AFSAC's participation in exercises, the Plans and Readiness Branch (INXA) attempted to strike balance between the need to exercise the wartime mission and the need to minimize disruption of the peacetime mission caused by active duty personnel participating in exercises. This loss of working time was a source of particular concern to supervisors, detachment commanders, and the AFSAC commander, and prompted INXA to prepare and present a special briefing on the AFSAC exercise program to the commander and key staff. This briefing, presented on 1 October, outlined the purpose of AFSAC's exercise participation, the nomination process for participants, and included a review of AFSAC exercise participation from 1982-1984; it compared the numbers of personnel actually tasked for exercises to the number of mobility-tasked personnel, thereby muting criticism of the exercise program as too manpower-intensive or targeted too much against any one office or detachment.<sup>90</sup>

The briefing disclosed the following:<sup>91</sup>

<u>EXERCISE</u>	<u>LENGTH</u>	<u>PLAYER</u>
1982 FLINTLOCK - GERMANY (JCS-USCINCEUR Sponsored)	14	2
TEAM SPIRIT - KOREA (JCS-UNC Sponsored)	18	3
GALLANT KNIGHT - CONUS (USCENTCOM/USCENTAF Sponsored)	12	1
1983 FLINTLOCK - GERMANY	14	2
TEAM SPIRIT - KOREA	18	2
BOLD EAGLE - CONUS (Biennial) (USREDCOM/AFRED/AFLANT Sponsored)	12	2

	<u>EXERCISE (Cont'd)</u>	<u>LENGTH</u>	<u>PLAYERS</u>
1983	BRIM FROST - ALASKA (Biennial) (USREDCOM/AFRED Sponsored)	6	2
	GALLANT KNIGHT - CONUS	12	1
1984	GALLANT KNIGHT - CONUS	12	3
	OCEAN VENTURE/SOLID SHIELD - CONUS (USREDCOM/AFRED/AFLANT Sponsored)	17	1
	TEAM SPIRIT - KOREA	18	2
	FLINTLOCK - GERMANY	14	1
	FOAL EAGLE - KOREA (CINCPAC-UNC Sponsored)	20	2

The briefing further revealed the following data:<sup>92</sup>

EXERCISES - CONUS PARTICIPATION - 1982-PRESENT

	<u>PERSONNEL AVAILABLE</u>	<u>PARTICIPANTS</u>	<u>NON-PARTICIPANTS</u>
AFSAC	34	8 (24%)	26 (76%)
Det 21	20	5 (25%)	15 (75%)
Det 22	9	4 (45%)	5 (55%)

Exercises in 1984

[redacted] HQ AFSAC personnel participated in six exercises in 1984.

[redacted] Exercise TEAM SPIRIT - This exercise was a combined forces operation employing joint service elements of both the Republic of Korea and the United States Armed Forces including both active and reserve forces. Approximately 100,000 personnel participated to demonstrate to aggressor nations, particularly North Korea, the ability and resolve of the United States and the Republic of Korea to deter hostile actions directed against South Korea.<sup>93</sup>

[redacted] TEAM SPIRIT 84 was held in Korea, with the HUMINT portion lasting from 14-31 March. Captain McKethan and Captain Catrantzos (Minneapolis and San Francisco NCD representatives) were the AFSAC augmentees. Some of the more valuable lessons learned included:

- a. [REDACTED] The need for rapid, secure HUMINT communications.
- b. [REDACTED] The need for HUMINT command and control at the ACC/A-2 level.
- c. [REDACTED] The need for improved language and interrogation capabilities of AFSAC personnel.<sup>94</sup>

[REDACTED] Planning for follow-on exercise TEAM SPIRIT 85 began late in the year, but PSAA envisioned a greatly scaled-down exercise requiring only limited out-of-country augmentation. Another major Korean exercise, FOAL EAGLE, was viewed by PSAA as a better vehicle for wartime interrogation operations training.<sup>95</sup>

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] FLINTLOCK/FLEET DEER 84 - FLEET DEER was the escape and evasion subexercise of the annually conducted JCS sponsored FLINTLOCK exercise. The interrogation phase of FLEET DEER was conducted at Eisberg Kaserne near Nagold, Federal Republic of

Germany, from 29 April to 21 May. HQ ESAA was the executive agent for the operation of the Interrogation Facility (IF). Overall operational responsibility for FLEET DEER 84 rested with the exercise director, Lt Col Huston from HQ SOCEUR.<sup>99</sup>

[REDACTED]

FLINTLOCK/FLEET DEER 84 - FLEET DEER was the escape and evasion subexercise of the annually conducted JCS sponsored joint readiness exercise served as the largest test of AFSAC's wartime mission in the European theater. Augmentation from HQ AFSAC and its Western Hemisphere elements, however, proved to be a serious problem. Two of the three scheduled augmentees were removed from the exercise roster without replacements, and, as a result, only MSGt Manuel Leos (OL-P) participated.<sup>100</sup> This created problems for ESAA because the two scrubbed augmentees (Captain Dymond from Det 22 and Captain Bordas from INXA) were German linguists slated to fill shift leader positions in the Interrogation Facility (IF). In spite of this set-back, ESAA believed the exercise was worthwhile, allowing it to practice its wartime mission while providing resistance to interrogation training to US and NATO evaders.<sup>101</sup>

#### Critique of Exercise

[REDACTED]

In discussing problems and solutions of FLINTLOCK 84, Major Krause, in part, stated the following:

Problem: Debriefing of evaders by IF personnel?

[REDACTED]

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Deleted per 5 U.S.C. 552(b)(1)

[REDACTED] AFSAC/INX reviewed Major Krause's after-action report, and Major Robert Roser made the following comment concerning the debriefing of evaders.<sup>103</sup>

I most strongly disagree with Major Krause's recommendation. I have worked very closely with AFIS/INU to smooth over objections they have had to this exercise (and FOAL EAGLE in Korea) over the perceived disconnect between our objectives (training interrogators) and their objectives (training resistance). This year was the first time ever that AFIS resistance instructors participated at my insistence. Their main objection was that interrogators are not trained in resistance techniques or objectives. Resistance instructors should be assigned (two per shift seems excessive due to the size of the facility; one should suffice or even two per exercise two week session). Let them do the debrief with the inputs from the interrogators. Threatening to withdraw from the exercise is counterproductive. AFIS/INU has the DOD charter for resistance training. I have good rapport with them and think we can work this out.

[REDACTED] Among other points, Major Roser also reviewed the exercise and made the suggestion that persons able to render medical assistance be "on hand at all times." He told planners at ESAA, "Recommend you plan for at least two medics (E-4 - E-6) who can stay in the barracks."<sup>104</sup>

Deletion of Exercise Component

[REDACTED] On 24 October, ESAA notified HQ AFSAC of the SOCEUR decision to delete the resistance-to-interrogation phase of FLINTLOCK (and thus ESAA's interrogation activities) from FLINT-

LOCK 85. Both ESAA and USAFE strongly opposed this move; however, at year's end, it appeared that FLINTLOCK was to be, for the foreseeable future, a dead issue for AFSAC's training purposes.<sup>105</sup>

[REDACTED]

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GALLANT KNIGHT 84 - This was an exercise directed by the Joint Chiefs of Staff (JCS) and sponsored by the US Readiness Command. It was conducted 2-13 May 1984 at Fort Bragg, North Carolina. As a command post exercise, its primary objective was to test the joint readiness (command and control) of personnel and equipment (communications). Total active participants numbered 2,300, plus an additional 3,500 support personnel. Major forces playing in the exercise were USCENTCOM, USREDCOM, USPAACOM, FMFPAC, SAC, MAC, and JCS.<sup>107</sup>

Major Michael D. Rodzianko of Detachment 21 and Lt Jacqueline C. Sklenar of AFSAC/INXA were selected to provide AFSAC representation to the exercise. Both were assigned to the Joint Exercise Control Group (JECG), J-2 staff, responsible for controlling the interrogation of prisoner of war (IPW) scripting cell.<sup>108</sup>

Rodzianko and Sklenar believed that little was accomplished during the six-day pre-exercise phase of GALLANT KNIGHT 84. During that time, no information was presented on administrative procedures, exercise HUMINT objectives, or how exercise player elements were dependent on other control cells. During the exercise itself, there were serious problems, including a complete electrical record communications failure and failure of units to relay IPW generated PW capture notifications through the chain of command.<sup>109</sup>

POWDER RIVER 85 - This JCS-directed command post exercise (CPX) served as AFSAC's major mobility exercise of the year. Most AFSAC activity took place on 15 October; however, INXA representatives continued to serve on the AFIS Alert Staff until the end of the exercise. Planning for POWDER RIVER began several months ahead of the exercise, and on 18 September, INXA published implementing instructions for the exercise.<sup>110</sup>

The exercise began with a telephone recall of all HQ AFSAC, Det 21, Det 22, and NCD insert personnel at 0500 hours on

15 October. Military personnel reported for duty and were processed through an inspection of their personal mobility items required by AFSCA OPLAN 1-84 and AFSCAC Regulation 28-1. A unique feature of this mobility processing was a team from DeWitt Army Hospital who reviewed shot records and administered required immunizations on the spot.<sup>111</sup>

[redacted] Following processing, personnel received a series of briefings by AFSCA and AFIS personnel on the exercise scenario, wear of mobility gear, and the contents of administrative mobility kits. Personnel assigned to teams deploying to the exercise scenario area received a briefing from Bolling AFB Disaster Preparedness personnel on the wear of Constant Shelter gear, and then donned the entire chemical defense ensemble for a three-hour heat stress test, required by AFR 355-1. These tests gave personnel their first real experience in working in the restrictive garments. POWDER RIVER was a test of AFSCA's recall and mobilization procedures.<sup>112</sup>

In addition to managing AFSAC's participation in 1984 exercises, the Plans and Readiness Branch also worked on planning for exercises coming in the spring of 1985. These were:

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352(4)(1)

[REDACTED] Although AFSAC exercise participation was heavy in 1984, it was becoming clear by year's end that the small size of the unit made it impossible to support too many exercises. The INXA staff was concentrating on identifying those few exercises which would provide the most realistic training for the smallest investment of manpower and time. Exercise participation planned for 1985 was less than half of that carried out in 1984.<sup>116</sup>

#### PLANS

[REDACTED] The preparation and review of all types of planning documents was a major focus of the Plans and Readiness Branch (INXA) throughout 1984, and improvements were made in both the quality of AFSAC's own plans and the quality of INXA's reviews of other command plans.

##### Revision of AFSAC OPLAN 1-84

[REDACTED] A major effort was made to make AFSAC plans simpler, shorter, more realistic, and to coordinate them more thoroughly with external agencies. A key lesson of Operation URGENT FURY was that the assumptions made in AFSAC plans were of limited value if not coordinated with other affected units -- especially the Army units with which AFSAC teams would deploy in wartime. As a result, AFSAC OPLAN 1-84, the key AFSAC mobilization and deployment plan, was published on 1 August in an improved form. Key changes in this new plan were:<sup>117</sup>

[REDACTED] A detailed listing, by geographical area, of the contents of administrative mobility kits.

[REDACTED] A complete revision and standardization of the contents of mobility bags.

[REDACTED] Updated deployment and redeployment action checklists.

[REDACTED] Updated and coordinated plans for the employment of reserve augmentees to HQ AFSAC, and a detailed plan for the structure of the AFSAC headquarters in wartime.

##### Plans Reviewed in 1984

[REDACTED] The following operations plans were prepared or reviewed during 1984:<sup>118</sup>

[REDACTED] AFSAC OPLAN 1-84, 1 August 1984 - This was the key AFSAC mobilization and deployment plan.

[REDACTED] PSAA OPLAN 5000/5001 - This plan was published by HQ PSAA on 1 September after a preparation and coordination process lasting over two years. Like AFSAC OPLAN 1-84, it was extensively coordinated with external agencies and reflected planning for the employment of limited resources.<sup>119</sup>

[REDACTED] PSAA OPLAN 5027 - This plan was published by HQ AFSAC on 1 July. Following publication, in accordance with the recommendation of the AFIS/IG, responsibility for the plan was transferred to HQ PSAA/INX.<sup>120</sup>

[REDACTED] ESAA OPLAN 4102 - Responsibility for this plan was transferred to ESAA/INX in June, and INXA forwarded extensive comments on required changes; however, by year's end, the plan had still not been finalized and reissued. Among the factors holding up final coordination and publication of the plan were the following:<sup>121</sup>

[REDACTED] Questions on the wartime employment of emergency-essential civilian personnel. INXA had raised this problem to the Air Staff level earlier in the year, but other, higher priority actions kept AF/INYSH from completing staffing before the end of the year.

[REDACTED] Lack of definitive wartime planning by Army OPRs. In most cases, wartime planning for PW interrogation by HQ ESAA was far outstripping planning actions by the various Army units with which ESAA would operate in wartime, in-turn prohibiting finalization of plans for wartime locations of ESAA personnel.

[REDACTED] Small size and heavy workload of the ESAA plans staff. For most of the year only Captain Haney was present to work the full spectrum of INX functions.

[REDACTED] At year's end, ESAA OPLAN 4102 was still far from completion, and the overdue annual review was anticipated to be a problem in the MEI scheduled for late 1985.

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED] The preparation of these appendices led to concern on the part of the AFSAC commander that available AFSAC resources would be spread too thin or be overcommitted in wartime. To respond to this concern, INXA prepared a briefing on HUMINT wartime planning for presentation to the commander and key staff. The briefing covered the reasons for increased inclusion of HUMINT in MAJCOM/ACC wartime planning, the reasons for preparation of supporting HUMINT appendices to OPLANs, and the degree to which AFSAC's resources were committed in wartime. The briefing was represented to the commander on 1 October.123

[REDACTED] HUMINT Appendices for USCENTAF OPLANs - These appendices were prepared as an INXA initiative in response to expanded contacts with USCENTAF. Actually, only one appendix was written; however, it was prepared so it could be used with USCENTAF OPLAN 1002, and with only minor changes, with other plans. The appendix was forwarded to USCENTAF on 29 June.<sup>124</sup> In addition to wartime and contingency operations plans, INXA reviewed and prepared AFSAC comments on many other plans of various types. These included:

[REDACTED] The AFSAC Emergency Notification Plan - This AFSAC recall plan was updated quarterly.

[REDACTED] The Air Force HUMINT Architecture Plan (AFHAP) - INXA led the AFSAC review of this crucial plan and provided consolidated AFSAC comments on the draft plan to AF/INYSH in February, including a complete revision of Annex U (AFSAC).<sup>125</sup> Major Roser, along with Lt Col Jacobs (INOC) and Mr. Nehlig (INOT) attended the AFHAP conference at Scott AFB, Illinois in March. The final draft of the AFHAP was passed to AFSAC in late December and INXA recommended minor changes. The draft was awaiting the AFSAC Commander's approval at year's end.

[REDACTED] The DOD HUMINT Plan - This plan was reviewed, and AFSAC comments on the draft forwarded to AF/INYSH on 31 October.<sup>126</sup> A second draft was received in late December, and INXA was preparing comments at the end of the year. Publication of the final plan was expected in early 1985.

[REDACTED] The AFIS War and Mobilization Plan (WMP) - Throughout 1984 INXA reviewed successive drafts of this

plan, which replaced most of the AFIS F-series support plans. Initial INXA comments were forwarded on 27 July, and ESAA comments were passed to AFIS/XP on 2 August. On 3 October, INXA requested inclusion of specific guidance on reserve language requirements to assist AFIS/RE in recruiting suitable linguists for HUMINT augmentation. Publication of the final AFIS WMP was still being awaited at year's end.<sup>127</sup>

[REDACTED] USAF War and Mobilization Plan, Vol 1, Annex I. INXA reviewed this key plan in early 1984 and forwarded consolidated AFSAC comments to AF/INYXM on 2 February.<sup>128</sup>

[REDACTED] In addition, INXA also reviewed numerous lesser intelligence plans and formulated AFSAC positions on command plans which mentioned or tasked Air Force HUMINT. Plans review constituted the largest single element of the INXA workload.

#### MANAGEMENT EFFECTIVENESS INSPECTIONS

[REDACTED] The Plans and Readiness Branch was the AFSAC OPR for Management Effectiveness Inspections (MEI) preparations and for the consolidated responses to MEI reports. Only two inspections were conducted during 1984:

[REDACTED] Detachment 21, AFSAC, was inspected by the AFIS/IG between 9-13 January, and was rated EXCELLENT overall. INXA provided guidance to Det 21 in a 24 October 1983 letter, and replied to the IG on 20 March. The only item which remained open following the original reply was closed out in a 7 November update, and HQ AFIS/IG certified the inspection report as closed on 14 November.<sup>129</sup>

[REDACTED] HQ AFSAC received its MEI from the AFIS/IG between 17-27 April, and received an overall rating of EXCELLENT. The MEI report did point out several shortcomings in AFSAC planning functions, and INXA took aggressive action to correct these problems. IG recommendations included: transfer responsibility for ESAA and PSAA OPLANs to OPBs at those locations, re-prioritize the massive workload in INXA to allow more time for planning activities, and improve planning training (attendance at the Joint Operations Planning System (JOPS) course) for INXA plans officers. Swift actions were taken on all of these recommendations, and by year's end INXA was, for the first time, enjoying currency in all plans.<sup>130</sup>

[REDACTED] HQ ESAA was scheduled to receive its MEI between 9-30 October, and in a 3 August message to HQ ESAA and its detachments, INXA provided comprehensive MEI preparation guidance. However, because of personnel turnovers within HQ AFIS/IG, the MEI was indefinitely postponed. At year's end, no firm dates had been set, but an October 1985 timeframe seemed most likely. In the meantime, items from the 1982 ESAA MEI still remained open; updated comments were provided to HQ AFIS/IG on 8 June, 27 August, and 29 November.<sup>131</sup>

[REDACTED] HQ PSAA received its last MEI between 11-28 October 1983, and during 1984 work continued to close out items remaining open. The initial reply to the report was sent to HQ AFIS/IG on 29 February; updates were provided on 3 August and 13 December.<sup>132</sup>

[REDACTED] The NCD Insert Program was inspected by HQ AFIS/IG between 9-18 May 1983. Since items remained open, an updated reply was provided to the IG on 24 May 1984; on 8 June, the report was considered closed.<sup>133</sup>

[REDACTED] Detachment 22, AFSAC, was inspected between 14-18 March 1983, and INXA forwarded updated comments to HQ AFIS/IG on 30 May 1984. The MEI report was certified closed by the IG on 8 June.<sup>134</sup>

#### AFSAC BRIEFING PROGRAM

[REDACTED] The Plans and Readiness Branch was the DPK for development and presentation of the AFSAC overview briefing, the wartime mission briefing, the Quarterly Management Analysis Review (QMAR), and other specialized briefings. A total of over eighty various briefings were presented to a wide variety of audiences during the year.<sup>135</sup>

[REDACTED] INXA also provided regular briefing support to the Defense Intelligence College, presenting Air Force HUMINT briefings to the Intelligence Collection Managers Course (ICMC) once each quarter, to the Symposium for Strategic Intelligence, and to the Seminar on Human Intelligence. In all cases, these briefings were presented at the request of the DIC staff.<sup>136</sup>

[REDACTED] At the direction of the commander, the AFSAC Overview Briefing was again revised and updated to purge it of the poor quality graphics obtained from Det 4, 1361st Audiovisual Squadron at Bolling AFB in 1983. The return of Mr. Keith Boyce, AFIS/INOVB, to the compound graphics shop from an extended TDY to the Pentagon, and the augmentation of his shop by two additional personnel, helped alleviate the severe lack of graphics support

available to HQ AFSAC, although the timeliness of the support continued to leave much to be desired. Two options were under consideration in INXA for improving the graphics situation: the acquisition of an organic graphics shop to service the needs of HQ AFSAC, Det 21, and Det 23 (viewed as extremely unlikely because of resource constraints); and the acquisition of a computer graphics package for the new WANG ADP equipment being procured for AFSAC. No decisions had been made by the end of the year, and graphics support was still being acquired on an "as-available" basis from AFIS/INOVB.<sup>137</sup>

[REDACTED] The AFSAC wartime mission briefing was also extensively revised and upgraded in 1984, with the previous two separate briefings (Plans and Mobility) being combined into one presentation oriented toward the individual on mobility status. The new briefing deemphasized plans and command relationships and emphasized information of value to all AFSAC personnel, such as personal clothing, equipment requirements, mobilization procedures, and training requirements.<sup>138</sup>

[REDACTED] The Quarterly Management Analysis Review (QMAR) briefing was presented four times to the commander and key staff. Procedures for the preparation and presentation of the QMAR were codified in a new AFSAC regulation (178-1) published on 1 January 1984; however, by the end of the year it was becoming obvious that procedures required another revision. Field units complained that QMAR data calls requested information already available in their monthly activity reports and the data retrieval capabilities of the new SCIF made field inputs less necessary for preparation of statistical portions of the QMAR. At year's end, AFSACR 178-1 was under extensive revision, and the mechanics of QMAR preparation were being completely rethought.<sup>139</sup>

#### RESOURCE MANAGEMENT

[REDACTED] The Resource Management Branch (INXB) was responsible for AFSAC-wide fiscal and logistics planning, programming, accounting and management. The branch was composed of a Fiscal Programs Section, a Budget Section, and a Logistics Section.

[REDACTED] The branch chief's position, vacated by Mr. Wesley H. Pogge on 30 July 1983, remained unfilled throughout 1984. Two other billets were acquired during the year: a communications billet transferred from INXA on 6 June and filled by SMSgt Thomas A. Mann until his retirement on 1 September, and an officer ADP billet gained on 1 October but not filled before the end of the year.<sup>140</sup>

## FISCAL PROGRAMS

[REDACTED] A major problem facing AFSAC's fiscal programming activities in 1984 was actually a holdover from 1983 -- the lack of a branch chief. This fact was documented as an observation by the AFIS inspector general in the 1984 AFSAC MEI; however, the position was still vacant on 31 December, nearly one and a half years after the retirement of Mr. Pogge.<sup>141</sup>

[REDACTED] As a result of this vacancy, AFSAC programming activities in the General Defense Intelligence Plan (GDIP) and Program Objective Memorandum (POM) were accomplished by Lt Col Clarence Fairbrother (INX) and Major John Caulfield (AF/INYSH -- the HUMINT Program Element Manager). Field inputs were consolidated by INX, approved by AFSAC/CC, and placed in final format by Major Caulfield. Lt Col Fairbrother defended AFSAC's POM and GDIP proposed programs at the AFIS program prioritization/consolidation meetings held in December.<sup>142</sup>

[REDACTED]

[REDACTED]

[REDACTED]

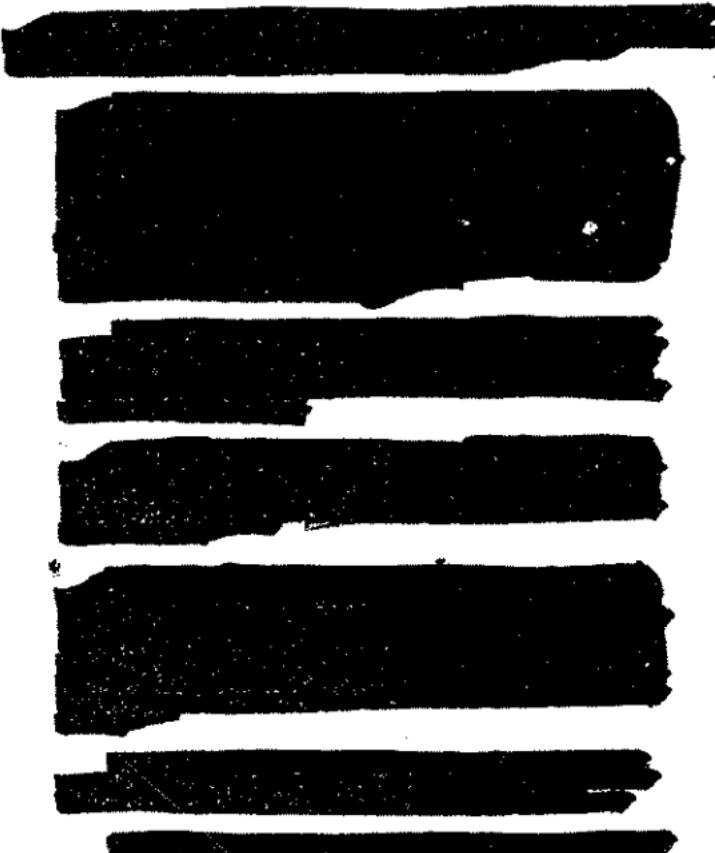
[REDACTED] Establish a two-instructor element at the planned DOD Tactical Interrogation Course, Fort Huachuca, Arizona.

[REDACTED]

[REDACTED] One billet to establish an instructor position at the proposed DoD HUMINT Management Course.

[REDACTED] General Defense Intelligence Plan (GDIP) FY 87-91 - INX began the FY 87-91 GDIP program in September by establishing a

schedule for the field elements to follow. This was followed by a detailed guidance package explaining the do's and don'ts of GDIP programming. Initially, field inputs were not due until December; however, AFIS placed a 23 November suspense on the AFSAC input requiring a new suspense of 17 November. All AFSAC elements responded admirably providing excellent inputs to INX by the required suspense date.<sup>144</sup>



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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#### BUDGET

[REDACTED] The Budget Section (ACB) was officially created in October 1984 as part of a breakout of functions within INXB, separating programming, communications, and budget activities. SMSgt James S. Jinks, Jr., headed the section from 1 January 1984 until his retirement on 30 April 1984; he was replaced by MSGt Connie R. Moss.<sup>147</sup>

[REDACTED] The Budget Section was responsible for acquiring, maintaining, and allocating AFSAC's Operation and Maintenance (O&M) and Intelligence Contingency Fund (ICF) resources by documenting, preparing, and executing the AFSAC budget and financial plans.<sup>148</sup>

**The FY 1985 Financial Plan** - In March, AFIS/AC issued the call for the FY 85 financial plan, which determined the dollar distribution of approved funding. The FY 85 AFSAC financial plan represented an increase primarily due to the addition of 32 new manpower authorizations of \$448,200 over the FY 84 funding level. The plan was approved by AFSAC/CC and submitted to AFIS/AC in March.

**FY 1985 Initial Distribution of Funds** - AFIS/AC issued the official Operating Budget Authority (OBA) documents on 22 October. These documents provided the official notification of funding for FY 85. Messages were sent to the servicing accounting and finance offices for all AFSAC units notifying them of the approved funding amounts. The amount of \$5,736,600 was provided for the operation of AFSAC for FY 85.

**The FY 1987 Operating Budget (OB)** - AFIS/AC issued the call for the FY 87 OB on 18 October, and messages were sent to all field units requesting their inputs. The consolidated AFSAC budget, submitted on 9 November, represented an increase of \$864,700 over FY 85 funding levels, again due primarily to the cost of 31 additional manpower authorizations.

**Restructure of Detachment 21 Accounting Records** - In June, ACB modified the funds management procedures established for Det 21, AFSAC. With the cooperation of AFSAC/LG, AFIS/AC, the Boiling AFB Accounting and Finance Office, and the Andrews AFB supply branch, Det 21's accounting records were completely realigned to separate the costs of Det 21 operations from those of HQ AFSAC. This involved identifying and realigning the accounting procedures which tracked civilian personnel costs, equipment rental costs, communications and contract maintenance costs, and establishing separate supply and equipment accounts at Andrews AFB. This change provided immediate access to the obligations and expenses of operating Det 21 independent of HQ AFSAC and provided a useful history of costs for future budget and financial planners.

**The AFSAC Financial Management Board (FMB)** - The FMB, chaired by the vice commander, met quarterly to formulate fiscal policy and to review and monitor the execution of approved funding. ACB provided the funds analysis for each of the four meetings held in January, April, July, and October.

Within AFSAC, the ICF program was managed by ACB. Personnel directly involved with the program were:<sup>151</sup>

Col Yankowski	ICF Manager
MSgt Ransom	Disbursing Agent
MSgt Moss	Paying Agent (HQ AFSSAC, HQ PSAA, OL-P, Det 21 and Det 23)
SMSgt Schindel	Paying Agent (Det 22)
SMSgt Franklin	Paying Agent (Det 31)
TSGt Brachold	Paying Agent (Det 32)
MSgt Moncrief	Paying Agent (Det 12)
Mr. Lanoue	Paying Agent (HQ ESAA)

The total ICF expenditure for FY 84 was \$1,014,500 -- an increase of \$97,000 over the previous fiscal year. Major categories of FY 84 ICF expenditures were:<sup>152</sup>

Annual fund targets issued to AFSAC units for FY 84 were:<sup>153</sup>

TOTAL \$1,046,000

Calendar Year 1984 ICF Audit - The CY 84 audit of FY 83 and 1st Qtr of FY 84 subvouchers was performed by Air Force Audit Agency (AFAA) auditors. The audit of HQ AFSAC was performed by the AFAA area office at Andrews AFB; other audits performed were Det 31 and Det 32 (AFAA area office, Hickam AFB, HI), HQ ESAA, Det 11 and Det 12 (AFAA area office, Ramstein AB, Germany). Six reports of audit were issued within AFSAC. Of these, five reports reflected that management concurred and took corrective action. There were 24 "findings" AFSAC-wide, most of which were administrative in nature and could be placed into four main categories:<sup>154</sup>

- (1) [ ] Lack of documentation
- (2) [ ] Inadequate inventory controls or incentive supplies and ICF equipment
- (3) [ ] Improper self-inspections
- (4) [ ] Untimely settlement of advances

[ ] The sixth audit report contained four findings, three of which were non-concurred by management. The report was elevated for adjudication of non-concurrences in accordance with AFR 175-4, and no problems were encountered in the adjudication process. AFIS/AC personnel worked with MSgt Ransom and the AFAA-AFIS Liaison Office to resolve the non-concurrences.<sup>155</sup>

## LOGISTICS

[ ] The Logistics Section (LG) provided OEM and ICF supply and equipment to HQ AFSAC and its CONUS detachments and handled the procurement and storage of war readiness material and mobility equipment. The section was also heavily involved in the procurement of WANG equipment in support of the AFSAC automation initiative. The chief of the Logistics Section was SMSgt Phillip J. Johnson, who was promoted to chief master sergeant on 1 June.<sup>156</sup>

## MOBILITY

[REDACTED] The Logistics Section, in close coordination with the Plans and Readiness Branch (INXA), made strides in 1984 in equipping AFSAC to carry out its mobility mission. Problems and shortfalls long viewed as insurmountable obstacles were attacked and overcome, and by year's end AFSAC, although not 100 percent wartime ready, was in its best mobility state since its formation in 1981. The mobility upgrade was carried out across the spectrum of supply and equipment issues.

[REDACTED] Uniforms - Following the change to AFR 35-10, AFIS Supplement 1, which authorized AFSAC personnel to wear camouflaged fatigues (battle dress uniforms - BDUs) in wartime and contingency operations and during exercises, LG set to work to provide the required number of uniforms.<sup>157</sup> Originally, the intent was to "tariff-size" the uniforms, that is, to order various numbers of uniform parts in various sizes to equip all personnel at the beginning of a deployment. However, because of AFSAC's small size, it was finally decided simply to issue the BDUs directly to mobility personnel as a unit-issue item. Each person was programmed to receive three BDU shirts, three pairs of BDU trousers, one cap, a field jacket, and two pair of hot weather boots. The sets were assembled and issued as items were received; by the end of the year 87 percent of AFSAC's mobility personnel had received their full issue of BDUs.

[REDACTED] Personal Mobility Equipment - Colonel Piver, the new AFSAC vice commander, had served as commander of the Air Force security police element on Grenada during Operation URGENT FURY, and had a strong background and interest in mobility planning. He and Chief Johnson contacted other units with mobility missions in an effort to identify what additional types of mobility equipment AFSAC should obtain, and what a standard HUMINT mobility bag should contain. As a result of these contacts, many new items were ordered and stocked. In an 8 November message to HQ PSAA (with information copies to all other units), dG specified the content of the AFSAC standard mobility bag.<sup>158</sup> The list of newly acquired equipment included:

- Field packs and frames
- Pocket knives
- Flashlights
- Entrenching tools
- Poncho Liners
- Camouflage face paints
- Water purification tablets
- Sun/dust goggles
- Two-quart canteens
- Folding cots
- Chemical light sticks

■ Weapons - Operation URGENT FURY in 1983 had pointed out AFSAC's total lack of self-sufficiency in weapons, and 1984 saw a great deal of work in planning for the storage of the weapons (M-16 rifles and .38 caliber pistols) which had been obtained to correct that deficiency. The weapons were stored at Andrews AFB, but AFSAC studied the feasibility of bringing them back to Fort Belvoir for storage. The Fort Belvoir MP Storage Branch performed a courtesy inspection of the warehouse area in building 1919 and recommended a number of security upgrades to permit storage of weapons. By the end of the year, not all of the required changes had been made, and the weapons remained at Andrews AFB.<sup>159</sup>

■ The question of which weapons to issue to which personnel resulted in a decision to issue the .38 caliber pistol to all interrogators -- officer and enlisted -- and the M-16 rifle to all support personnel. A change was submitted to Table of Allowance (TA) 538 to authorize this revised weapon issue policy; the change was approved on 27 December.<sup>160</sup>

[REDACTED]

■ Vehicles - The lack of vehicles to support the mobility mission was a long-standing problem which was seriously addressed for the first time in 1984. After considerable staff study by LG and INXA, an order was placed for two four-wheel drive vehicles which would serve dual uses as mobility and as day-to-day administrative support vehicles. The vehicles had not been received by the end of the year.<sup>161</sup>

[REDACTED]

■ As a result of the tremendous growth in mobility equipment stocks, LG had by the end of the year nearly outgrown its warehouse space, even though the warehouse had been expanded in December 1983. To maximize the limited space available, thirty

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new storage bins were procured to provide neat storage and rapid access to individual mobility bags and equipment, as well as to standard supply items. Additional bins were on order at year's end to further increase the storage capacity of the warehouse.<sup>163</sup>

#### STAFF ASSISTANCE VISITS

Chief Johnson performed staff assistance visits (SAVs) to ESAA between 24 June - 3 July and to PSAA between 9-20 October. These visits were important, as they were the first such logistics SAVs to the overseas area in several years and provided an opportunity to discuss critical areas such as the ADP program, mobility equipment, and, in Europe, the JCF upgrade.<sup>164</sup>

#### DMS REVIEW

Chief Johnson attended the FY 86 Depot Maintenance Schedule Review (DMSR) for communications-electronics equipment at McClellan AFB, California, 18-20 September 1984. Among the agenda items of interest to AFSAC were: validation of command maintenance requirements for FY 86; identification of appropriate sources of repair; repair schedules; and revisions/additions to TO 00-25-108.<sup>165</sup>

#### AUDIOVISUAL EQUIPMENT MANAGEMENT

As part of the mobility build-up in 1984, AFSAC had ordered various items of audiovisual equipment (cameras, monitors, etc.) for use in interrogation activities. Problems arose, however, because of the lack within AFSAC of a dedicated audiovisual manager to monitor and process the requirements in a more timely manner. On 14 November, AFIS/CV requested Det 11, 1361 AVS to appoint Chief Johnson as primary and MSGt Frasher (AFIS/CVE) as alternate Audiovisual Managers for AFIS/AFSAC at Fort Belvoir. This was approved by the commander of Det 11, 1361st AVS, on 28 November, allowing AFSAC to requisition and receipt for its own audiovisual supplies and equipment. Also on the topic of audiovisual equipment, LG requested a change to Table of Allowance (TA) 069 to allow AFSAC and its overseas area headquarters to order one camera and related equipment set per headquarters (for an AFSAC-wide total of three). The change was approved and the equipment ordered, but it had not been received by year's end.<sup>166</sup>

#### INSPECTIONS

Numerous inspections of the logistics area were conducted in 1984. The AFIS/LG MEI of HQ AFSAC rated logistics management as OUTSTANDING, and Chief Johnson received two laudatory comments -- one for his management of the mobility build-up

and one for his management and control of O&M and ICF supplies and equipment. In addition to the MEI, quarterly ICF inspections were conducted, none of which uncovered any discrepancies, and an Air Force Audit Agency auditor inspected the ICF account on 22 June. The auditor checked ICF supplies and equipment and reviewed the procedures for issuing incentive gifts. No discrepancies were noted.<sup>167</sup>

#### CAREER MANAGEMENT AND TRAINING

The Career Management and Training Branch (INXC) was responsible for all actions dealing with personnel management, including officer and enlisted accessions, operational and non-operational training, OER and APR quality control, awards and decorations, and civilian personnel.<sup>168</sup>

The branch chief was Major George A. Malesich; his deputy and chief of Operational Training was Mr. Elmer T. Knudsen.  
<sup>169</sup>

#### Four-Year Personnel Management System

Upon Lt Col Fairbrother's arrival to the division in June, he immediately began designing and implementing a computer assisted four year personnel management system. The long term objective was to increase AFSAC manning to near 100 percent with qualified and trained personnel. The process began by resolving discrepancies between AFSAC's Unit Personnel Roster (UPR) and the AFIS Unit Manning Document (UMD). Both documents were found to be in error, and by September, with the assistance of Major Caulfield, INYSH, both documents were in accord--probably for the first time since AF HUMINT amalgamation. A second step was the placement of the UPR by Lt Col Fairbrother on his home computer so updated products could be provided to AFSAC field units on a monthly basis instead of semiannually. Additional data elements were added, such as required languages and assignment preferences, to make the document more useful to the field elements. Concurrent with revision of the UPR format, Lt Col Fairbrother briefed the AFSAC commander on the proposed personnel management system and received approval to place outyear personnel projections against billets.<sup>170</sup>

A second phase of the Personnel Management System was to merge personnel selection data with the GDIP Program Management Files and AFSAC position descriptions to form a complete body of information from history, programmatic implications and selection criteria to a file containing detailed personalia on past, current, and projected AFSAC employees. A long range goal was to use computer assistance in selecting personnel based on position requirements.<sup>171</sup>

### Recruiting and Personnel Accessions

[REDACTED] Recruiting of new HUMINT personnel received high emphasis in 1984, as INXC took the lead in seeking out, evaluating, and recruiting prospective AFSAC personnel. An aggressive advertising campaign, followed up with telephonic interviews of interested personnel, paid dividends in the identification of many promising individuals.<sup>172</sup>

[REDACTED] In July, and again in November, Colonel Piver and Major Malesich travelled to the Armed Forces Air Intelligence Training Center (AFAITC), Lowry AFB, Colorado to perform Personnel Selection Panel (PSP) interviews of students. Nine students were interviewed in July, five positively; four of eight interviewed in November were positive. All of those positively interviewed were subsequently approved by AFSAC/CC for HUMINT assignments.<sup>173</sup>

[REDACTED] In September, INXC requested all AFSAC field units reevaluate their Advanced Academic Degree (AAD) billets against current and future mission requirements and provide their recommendations for either adding or deleting billets. The purpose was to provide AFSAC with sufficient AAD billets to enable the recruitment of area specialists, thereby allowing the buildup of a quality language/area specialist-qualified personnel force. In December, at the request of INXC, AFIS/DP provided the names of officers accepted for the AFIT Area Specialist program to facilitate the recruiting of language-qualified area specialists.<sup>174</sup>

Officer Accessions - 40 officer PSP interviews were conducted during 1984 and 28 of the interviewees were approved for HUMINT assignments. Of these:

- 4 were on station at year's end
- 13 were in training
- 6 were awaiting release from their current command/assignment
- 3 were awaiting acceptance by the concerned area or detachment commanders
- 2 were not released by AFMPC

Enlisted Accessions - 14 enlisted PSP interviews were conducted during 1984, of which 12 resulted in selection for HUMINT assignments. Of these:

- 1 was on station at year's end
- 8 were in training
- 3 were awaiting release from their current command/assignment

Force Management Initiatives

[REDACTED] Organizational vs MPC Control of Special Duty Assignments to AFSAC - A problem which had long plagued AFSAC was its lack of control over the accession of enlisted personnel into Special Duty Assignments (SDAs) with the organization, since the SDAs were controlled by MPC rather than by AFSAC. This meant that AFSAC would not necessarily be able to select the most qualified SDA applicants for HUMINT assignments. Recognizing the problem, Chief Vukich put together a staff package for AF/INYX, proposing a letter from INYX to MPC/MPCRPP1 which requested that AFSAC be identified as an "organization-controlled," rather than an "MPC-controlled" SDA for enlisted support personnel. At the end of the year, final approval of the change was still pending.<sup>175</sup>

[REDACTED] Creation of the 99606 Special Duty Identifier to Replace the 203X0 AFSC - In order to better control and retain enlisted HUMINT personnel, INXC--specifically Chief Vukich, succeeded in replacing the 203X0 (Linguist/Interrogator) AFSC with special duty identifier (SDI) 99606 (Linguist Debrifeefer/Interrogator). This change took effect 31 October and, in conjunction with the move to obtain AFSAC vice MPC control of support personnel SDAs to AFSAC, was expected to significantly enhance HUMINT manpower management.<sup>176</sup>

[REDACTED] Special Duty Assignment Proficiency Pay for HUMINT Enlisted Linguist/Debriefers - One of the most important moves to improve recruiting and retention of 99606 personnel was the Special Duty Assignment Proficiency Pay (SDAPP) for enlisted linguist debriefer/interrogators. Such pay, already approved for recruiters and for military training instructors, was recommended in a package prepared for ACS/I approval in August 1984. The formal proposal, approved by the ACS/I, was transmitted to AF/MPPP in a 26 September letter from AF/INYX. The proposal had not been finally adopted by the end of the year, but the prospects for its approval appeared excellent.<sup>177</sup>

AFSAC OPERATIONAL TRAINING PROGRAM

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] Tutorial Training - Special in-house tutorial training in HUMINT tradecraft was administered by Mr. Knudsen twice during 1984. These sessions were:

[REDACTED] 19-23 Nov 84: TSgt Glenn A. Miller enroute to an assignment with Det 11, ESAA

[REDACTED] New Initiatives in Training - Because of the relatively small size of AFSAC in relation to the demands of its worldwide mission tasking, great emphasis was placed on the recruiting and training of the finest personnel. In 1984, many new initiatives for improving the quality of training were pursued:

[REDACTED] Assessment Models - As a result of an unsuccessful meeting on 27 June 1984 with CIA personnel on personnel selection criteria and procedures, INXC initiated action to construct assessment models for each of the major operational and support positions within AFSAC. The major characteristics of each type of position were identified and pertinent questions were developed to determine the potential of candidates being considered for assignment to these positions. This, it was believed, would considerably enhance the effectiveness of AFSAC personnel selection procedures. ESAA, PSAA, their detachments, and other AFSAC field units were requested in October 1984 to provide inputs for assessment models of their positions, and by the end of the year all units had responded and the complete data base was being reviewed for the development of accurate, useful models.<sup>179</sup>

[REDACTED] DOD Tradecraft/Curriculum Review Panel - At the DIA MOTB scheduling conference on 18 October, it was recommended that a tradecraft/curriculum review panel be established to review the MOTB curriculum. The panel would review inputs from the service collection elements for the possible inclusion of additional tradecraft aspects, changing of emphasis, or expansion of specific blocks of tradecraft instruction. Such a review panel was to allow for a current, viable curriculum at MOTC, MOFC, and MOS. The proposed panel was under development at the end of 1984.<sup>180</sup>

[REDACTED] HUMINT Management Training Course (HMTC) - The HMTC, an AFSAC initiative, was not a "new" initiative per se, but one which was first raised by AFSAC at the DoD HUMINT Management Conference on 3-4 October 1983. Since the original recommendation, the course development project had been given to the Defense Intelligence College, and on 20 September, an all-service meeting was held at DIA to discuss the development of the HMTC. At the meeting, several different course interests surfaced, clouding the original concept for the HMTC, and the attendees were requested to provide

their requirements for consideration. On 29 October, in response to DIA tasking, HQ AFSAC provided an input on the proposed course content which reiterated the substance of AFSAC's original HMTIC recommendation. By year's end, a matrix for the course was being developed by DIC; following completion of this matrix in 1985, the service representatives were to meet again to review and refine it.<sup>181</sup>

**■ Interrogation Track for the Strategic Debrifefer's Course (SDC)** - Between 22-28 April, INXC developed a tentative training schedule for a one-week "Interrogation Track" for AFSAC students attending the Strategic Debrifefer's Course (SDC) at Fort Huachuca, Arizona, and began acquiring course materials for each block of instruction. Later in the year, during the 14-18 December In-Progress Review of the SDC, AFSAC representatives met with Colonel Dinniman (deputy assistant commandant of the USAICS), Major Khooster and Captain Lilley (Exploitation Division), and CW02 Chiarson (Interrogation Branch) to discuss implementing a one-week interrogation block restricted to AFSAC SDC attendees. There were no major objections raised during these discussions, mainly because of the small number of students involved (two per course), and the fact that the effort would neither detract from the basic SDC nor require the use of additional facilities or USAICS personnel. The proposal had not been completely staffed and finalized by the end of the year, and in any case required the approval of Major General Weinstein (USAICS commander). Final action was expected early in 1985.<sup>182</sup>

**■ Survival Training Course for 99606 Personnel** - To provide necessary background training for pipeline 99606 personnel, INXC arranged for attendance of new assignees at the USAF Basic Survival School (course SV80A), Fairchild AFB, Washington. This course, which also addressed resistance to interrogation, was viewed as a valuable addition to the 99606 training plan.

**■ Air Force Directed Studies Course** - During the year, Chief Yukich worked with AF/INYX, AF/MPT, and DLI to establish a ten-week Air Force-directed studies course stressing Soviet and Warsaw Pact military and technical terminology required by Air Force debriefers. Electronic Security Command (ESC), another major user of linguists, was asked to support the directed studies course, and concurred with the proposal. The course was still in the planning stages at the end of the year.<sup>183</sup>

**■ Intelligence Training for HUMINT Support AFSCs** - Because of the small size of many AFSAC operating locations, and the need for support personnel frequently to become involved in HUMINT duties, INXC pressed for a change to AFR 39-11 which would permit intelligence training for designated non-intelligence personnel. This change, first requested through HQ AFIS/DPR on 15 November,

was approved by AFMPC/MPCRPP1 on 26 November. The text of the change, an addition to paragraph 31c, Figure 8-2 of AFR 39-11, read as follows: "Certain support personnel selected for assignment to minimally-manned sensitive locations may be required to attend intelligence courses of instruction prior to reporting into new unit of assignment."<sup>184</sup>

[REDACTED] Defense Language Institute (DLI) Russian Professional Development Program (PDP) - Chief Yukich provided direct input to DLI on a new, 32-volume Air Force PDP in Russian. This program was designed to provide linguists with military foreign-language study materials of a highly technical nature, each lesson designed around a scientific topic, such as airfield technical support. An initial input was provided DLI on 23 May. Sixteen of the 32 volumes had been completed by 31 December 1984.<sup>185</sup>

#### PERSONNEL ACTIONS

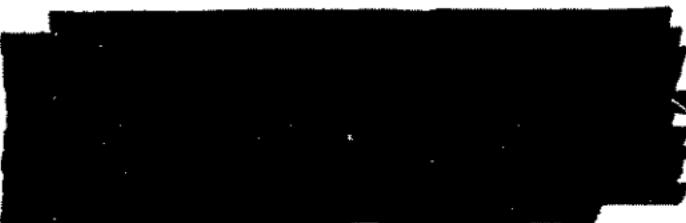
[REDACTED] Standard personnel actions such as awards and decorations, OERs and APRs were processed and managed by TSgt Thomas J. Neel. TSgt Neel's superior performance was recognized by the AFIS inspector general during the April 1984 MEI of HQ AFSC. HQ AFSAC had not had a single late OER or APR for two years. The AFSAC awards and decorations program was similarly well managed. During 1984, a total of 69 awards and decorations (34 Meritorious Service Medals, 25 Air Force Commendation Medals, and 10 Air Force Achievement Medals), 110 APRs, and 117 OERs were processed. Forty-six AFSAC personnel were promoted in 1984.

DETACHMENT 21  
AIR FORCE SPECIAL ACTIVITIES CENTER

MISSION



ORGANIZATION



DOIA Office Reassigned



Deleted per 5 U.S.C. 552(b)(1)

(b) (1)  
Deleted per S. U.S.C. 552(b)(1)**PERSONNEL****Manning Strength**

[REDACTED] At the end of the year, the detachment had forty authorized positions, distributed as follows:

	<u>Authorized</u>	<u>Assigned</u>	<u>Percent</u>
Officers	20	14	70%
Enlisted	11	10	91%
Civilians	9	5	56%
TOTAL	40	29	73%

The manning was proportioned as follows: command - 3, support - 8, Defense Liaison Program - 9, Project SHOTGUN - 4, and Projects SEEK/LADEN - 16.190

**Key Personnel**

[REDACTED] Lt Col Richard P. Owen was commander of Det 21 for the entire year. MSgt Dennis Bavaria was the Det 21 administration officer throughout the year. Maj William B. Martin headed the Defense Liaison Branch from June through December. Capt Michael R. Sylvester headed the Foreign Liaison Branch from the time he arrived in June through December. Mr. Bobby M. Jackson worked in the Operations Services Office from January 1984 until he went to work for the Navy on 7 December 1984. Maj Kenneth J. Allen was the head of the Defense Liaison Branch from January to May 1984 and then became operations officer in May and served in that position for the remainder of the year.<sup>191</sup>

**BUDGET**

[REDACTED] Effective with the FY 1985, Detachment 21 received its first separate budget account. Prior to the fiscal year, all funds for the detachment, except TDY expenses, were accounted for jointly with HQ AFSAC. The new budget was to allow for better accounting of all the detachment's expenditures. The total projected budget for FY 85 was \$410,500, allotted as follows: civilian pay, \$220,000; TDY, \$150,000; rental, \$3,500; communications, \$6,000; contract maintenance, \$16,000; supplies,

\$10,000, and equipment, \$5,000. The TDY expenses for FY 84, which were accounted for independently, were \$105,000.<sup>192</sup>

#### FOREIGN LIAISON

##### Project SEEK

Evaluations of intelligence reports (IIRs) prior to November 1984 were broken down into three categories, which were: "Of Major Significance," "Of Value," and "No Value." After 1 November, the evaluations were divided into five categories: "Of Major Significance," "High Value," "Of Value," "Low Value," and "No Value." Other descriptions of IIRs such as "Outstanding" or "Excellent" were additional comments by the evaluator. Evaluations were monitored and analyzed to keep collectors going in the right direction and searching for the most important and needed information.<sup>193</sup>

##### Project LADEN

#### DEFENSE LIAISON

##### Defense Liaison Program

Excluded per S U.S.C. 552(b)(1)

Excluded per S U.S.C. 552(b)(1)

Deleted per 5 U.S.C. §552(b)(1)

DETACHMENT 22  
AIR FORCE SPECIAL ACTIVITIES CENTER (AFSAC)

**MISSION**

[REDACTED]

[REDACTED]

**PERSONNEL**

Manning Strength

[REDACTED] As of 31 December 1984, the detachment had twenty-seven authorized positions distributed as follows:<sup>203</sup>

	<u>AUTHORIZED</u>	<u>ASSIGNED</u>	<u>PERCENT</u>
Officers	10	10	100%
Enlisted	4	4	100%
Civilians	<u>13</u>	<u>12</u>	92%
Total	27	26	96%

Key Personnel

[REDACTED] During the year, the detachment's key personnel were the commander, Lt Col Russell Parris, who held the position since June 1982, and the operations officer, Mr. Edwin Pentecost, who assumed the position in October 1984. The operations officer was converted to a civilian slot effective 1 October.<sup>204</sup>

**LIAISON AND COORDINATION**

[REDACTED]

Briefing from U.S. Customs Service



Army's Interest in Det 22



Briefing from OSI Forensics Specialist



Visit to AMD



Deleted per S U.S.C. 552(b) (1)

[REDACTED]

Coordination on FORMAT and IAF

[REDACTED]

[REDACTED]

Briefing on COMEX

[REDACTED]

Oversight Inspection

[REDACTED]

[REDACTED]

Deleted per 5 U.S.C. §552(b)(1)

Coordination on DLP

[REDACTED]

HUMINT S&T Workshop

[REDACTED]

In December, the 1984 HUMINT S&T Workshop was held at Detachment 22. In attendance were personnel from HQ AFSAC, HQ PSAA, HQ ESAA, Detachment 31 of PSAA, Detachment 12 of ESAA, and FTD. On 24 December, Detachment 22 sent to the participants a report on the workshop based on critiques submitted by those in attendance. The recommendations in the report were as follows:<sup>215</sup>

1. [REDACTED] The opening session should be tailored more toward technical operational briefings. Must be at the S/ROOCA level.

[REDACTED]

3. [REDACTED] The social event that was tested for the first time should be continued.
4. [REDACTED] A minority of FTD analysts and case officers felt that they did not have enough time. Corrective action suggested is to allow all case officers to spend a full week at Detachment 22, to include all day Friday.
5. [REDACTED] Recommend that Detachment 22/INOS travel to Detachment 31 PSAA. A similar visit to Detachment 12 ESAA in November 1983 was very beneficial for all concerned.

[REDACTED]

Deleted per 5 U.S.C. §552(b)(1)

[REDACTED]

25

DETACHMENT 23  
AIR FORCE SPECIAL ACTIVITIES CENTER (AFSAC)

ESTABLISHMENT AND MISSION

[REDACTED]

[REDACTED] On 3 October 1984, by verbal order of the AFSAC commander, Detachment 23 was established. On 12 October 1984, AFIS Special Order G-6, issued by the chief of the AFIS Administrative Division, confirmed the verbal order of 3 October.<sup>217</sup>

PERSONNEL

[REDACTED]

ACTIVITIES

Operational

[REDACTED]

Support

[REDACTED]

Deleted per S U.S.C. 552(b)(1)

Deleted per S U.S.C. 552(b)(1)

EUROPEAN SPECIAL ACTIVITIES AREA  
AIR FORCE SPECIAL ACTIVITIES CENTER

MISSION

[REDACTED]

ORGANIZATION

[REDACTED] ESAA consisted of a headquarters, three detachments, and nine operating locations.

Headquarters

[REDACTED]

[REDACTED]

[REDACTED]

Deleted per 5 U.S.C. 552(b)(1)

Deleted per 5 U.S.C. 552(b)(1)

[REDACTED]

The other division with HQ ESAA, Plans and Resources, was involved with a variety of actions concerning resource management, intelligence production, and plans for the conduct of peacetime and wartime operations.<sup>226</sup>

[REDACTED]

Deleted per 5 U.S.C. 552(b)(1)

ESAA Detachment 11

[REDACTED]

Deleted per 5 U.S.C. 552(b)(1)

ESAA Detachment 12

[REDACTED]

ESAA Detachment 13

[REDACTED]

**PERSONNEL****Key Personnel**

[REDACTED] On 11 July, Col John W. Doxey assumed command of ESAA from Lt Col John K. Kiehm who was transferred to the Defense Intelligence Agency. Col Doxey was the former division chief, AFSAC/INO. Effective 7 August, Lt Col Rom Kilikauskas assumed duties as ESAA deputy commander and as chief of the HQ ESAA Operations Division, replacing Major Richard Schenk, who retired from the Air Force. Major Lawrence C. Earle assumed duties as chief of the HQ ESAA Plans and Resources Division 31 July, replacing Major Arnold C. Dubcak. CMSgt William H. Strickland assumed duties as the HQ ESAA chief of Personnel and Administration, as well as the ESAA senior enlisted advisor, effective 11 July. CMSgt Strickland replaced CMSgt Clyne Bates, who retired. Captain Kevin Kahr, who arrived on station in June, assumed duties as the executive officer to the new ESAA commander, effective 11 July.<sup>231</sup>

[REDACTED] Lt Col William Saxe commanded Detachment 11, while Major Andrew Jasinski served as the Det 11 operations officer. Major Martin Bennett commanded Detachment 12. Major Ronald McAbee commanded Detachment 13.<sup>232</sup>

**Manning Strengths**

[REDACTED] On 31 December, the ESAA manning strength was as follows:<sup>233</sup>

	NO. AUTHORIZED	NO. ASSIGNED	PERCENTAGE
Officers	24	20	83%
Enlisted	51	46	90%
Civilians	20	20	71%
Total	103	86	83%

**JOINT COMMUNICATIONS FACILITY**

[REDACTED]

Electronic Security Command

[REDACTED]

Leads Development

[REDACTED]

ESTAT

[REDACTED]

Deleted per 5 U.S.C. 552(b)(1)

**ESAA Commanders' Conference**

[REDACTED] On 14-15 November 1984, the ESAA Commanders' Conference was held. The first day was devoted to a review of ESAA activities while the second day was spent in an in-depth review of ESAA OPLAN 4102 procedures. The conference was in part a continuous effort by ESAA to review and update its major wartime planning concepts, partially in response to deficiencies cited in a 1982 Management Effectiveness Inspection report.<sup>239</sup>

**Meeting in Bonn**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

FORMICA and DLP

[REDACTED]

Deleted per 5 U.S.C. 552(b) (1)

Meeting with USAFE Representatives

[REDACTED]

On 20 December 1984, Captain Haney attended a USAFE/INCR sponsored meeting to discuss planning initiatives of mutual interest. Detachment 3, Foreign Technology Division, was also represented. The meeting resulted in the following proposals:<sup>244</sup>

- [REDACTED]
2. [REDACTED] Preparation of a listing and description of major exercises into which coordinated play could be included.
  3. [REDACTED] Preparation of a list of requirements for logistics support and WRM for operations of a consolidated central base of operations under bare base conditions.

**PLANNING AND PROGRAMMING**

Planning Initiatives

[REDACTED]

Deleted per 5 U.S.C. 552(b) (1)

[REDACTED] The command continued follow-up action on shortcomings identified during the AFIS/IG Management Effectiveness Inspection (MEI) of ESAA in 1982. Follow-up action on ESAA MEI findings occupied a significant plan in ESAA management activities, with the majority of MEI-related action focusing on wartime planning shortfalls identified during the MEI.<sup>246</sup>

[REDACTED] In doing so, ESAA continued its efforts to review and update major wartime planning concepts. As part of its effort to rectify shortfalls cited in the MEI, ESAA launched the first annual review of ESAA OPLAN 4102 in June 1984 and pursued plan update action throughout the second half of the year. As one part of this action, ESAA planning authorities identified and worked to resolve long-standing shortcomings with ESAA wartime force deployment concepts. The highlight of the theater-level planning effort, however, came in November 1984 as ESAA hosted its first comprehensive in-house planning conference.<sup>247</sup>

[REDACTED] ESAA also continued its efforts to develop and maintain a role for USAF HUMINT in major theater-based exercises. This effort, however, led the command to a critical decision point during the latter half of 1984, as ESAA command authorities were faced with three conflicting factors: increasing opportunities for ESAA to take part in exercises featuring HUMINT play; increasing emphasis on peacetime collection activities and new collection initiatives; and little relative change in the ESAA manpower base. Faced with the harsh reality of limited manpower, ESAA authorities had to "draw the line" between mutually-exclusive efforts involving peacetime operations and wartime readiness exercises. In October 1984, as the demise of ESAA's traditional role in FLINTLOCK exercise was confirmed by the Special Operations Command - Europe (SOCEUR), the ESAA commander reaffirmed the two basic goals of exercise participation: to test wartime planning concepts and to train personnel for their specific duties in support of these concepts. The ESAA commander then issued a major policy statement with regard to exercise activities, through which he established four basic goals for ESAA participation. These goals were as follows:<sup>248</sup>

[REDACTED]

[REDACTED]

[REDACTED]

Deleted per 5 U.S.C. 552(b)(1)

Memorandum of Understanding

Reserve Management

[REDACTED] In late May, at the request of AFSAC/INX, ESAA began an in-depth review of its dedicated reserve augmentation forces. The initial phase of the review identified general strengths and weaknesses with the HUMINT portion of the AFIR program. The second phase of the review, undertaken concurrently with the annual review of ESAA OPLAN 4102, addressed the integration of ESAA's HUMINT reserves with active duty forces and emergency-essential civilian personnel for wartime planning purposes. The third part of the review, slated for completion following coordination of part two, was to cite ESAA's recommendations on specific wartime augmentation requirements.<sup>250</sup>

Wartime Planning

Deleted per 5 U.S.C. 552(b)(1)

## **EXERCISES**

During the year, ESAA was involved with two major exercises.



PACIFIC SPECIAL ACTIVITIES AREA  
AIR FOR SPECIAL ACTIVITIES CENTER

**MISSION**

[REDACTED]

**ORGANIZATION**

HQ PSAA consisted of command, administration, operations and plans/programs sections, located at Hickam AFB, Hawaii. There were two field units: Detachment 31 at Yokota Air Base, Japan, and Detachment 32 at Yongsan Army Garrison in Seoul, Korea. Det 31 had two two-manned operating locations at Camp Zama and downtown Tokyo.<sup>257</sup>

Organizational Excellence Award

In 1984, Detachment 32 was awarded the Air Force Organizational Excellence Award for the second time. The award covered the period 1 February 1982 to 31 January 1984, in recognition of Det 32's intelligence collection effort involving the timely reporting of information emanating from three aircrews from Communist countries who defected with their MIG aircraft, the crew of a hijacked PRC airliner, and numerous informative sources from the Middle East and Southeast Asia.<sup>258</sup>

**PERSONNEL**

Key Personnel

On 15 June 1984, Col Thomas D. Davis assumed command of the Pacific Special Activities Area, replacing Lt Col John F. Rexford, who had the distinction of being the first area commander for HUMINT activities in the USPACOM area. Lt Col Rexford was transferred to the Defense Intelligence Agency, and Colonel Davis transferred from EUCOM/J-2.

On 29 June 1984, Lt Col Russell Reston relinquished command of Detachment 32 to Lt Col Thomas Lewis, who had appropriate background experience stemming from his previous tours in Korea and COMIPAC as a Korean analyst. Lt Col John F. Eikelbarner continued on as commander of Detachment 31.<sup>259</sup>

Manning Strength:

[REDACTED] As of 31 December, the assigned and authorized strengths were as follows. The authorized figures are in parenthesis:<sup>260</sup>

	<u>HQ PSAA</u>	<u>DET 31</u>	<u>DET 32</u>
Officers	4 (6)	7 (10)	3 (3)
Enlisted	2 (3)	12 (12)	6 (7)
Civilian	2 (2)	10 (13)	1 (1)
Foreign Nationals	0 (0)	2 (2)	7 (7)
Total	8 (11)	31 (37)	17 (18)

Anti-Terrorist Working Group

[REDACTED]

Defense Liaison Program

[REDACTED]

**PLANS AND PROGRAMS**PLANS

[REDACTED] PSAA OPLAN 5027: The revised edition of PSAA OPLAN 5027, dated 1 July 1984, was published and disseminated. Subsequent to the publication of this revised plan, it was deemed that further

revision would be in order to further streamline the OPLAN and to make it compatible with the current realities of the Korean environment. Consequently, a planning conference was held between Det 32/INO and HQ PSAA/INX, resulting in changes in the basic concept for positioning and deployment of the wartime augmentees. TPFDL changes were to be made accordingly.<sup>263</sup>

[REDACTED] PSAA OPLAN 5000/5001: PSAA OPLAN 5000/5001, dated 1 September 1985, was published and disseminated. As in the case of PSAA OPLAN 5027, the positioning and deployment of the wartime units was under review. The basic concept for wartime operation was the manning of the Combined Military Interrogation Centers (CMICs) and the Mobile Interrogation Teams (MITs), both involving the interrogation of captured enemy personnel. The manning of the CMICs and MITs under the current OPLAN counted heavily on the reserve force, particularly for the linguist billets. However, the dearth of linguist personnel among both the active and reserve force, dictated that the concept for wartime interrogation had to allow for the limited availability of language qualified personnel.<sup>264</sup>

#### EXERCISES

[REDACTED] TEAM SPIRIT: The TEAM SPIRIT 84 Exercise was held 14-31 March 1984 at CP Tango, CP Humphries, Pohang, Kimhae AB and Osan AB, Korea. The PSAA participants concluded the following about their roles in the exercise: (1) A good, secure means of communication was absolutely essential, (2) Command and control (C<sup>2</sup>) for HUMINT was required at the ACC/A-2 level, (3) Scenario interaction was required to meet C<sup>2</sup> requirements, (4) Role players needed training to be effective, (5) Team effort was required for productive tactical interrogations, and (6) Language and interrogation capabilities needed improvement.<sup>265</sup>



[REDACTED] FOAL EAGLE 84: Air Force HUMINT participation in this annual joint JCS-directed, joint/combined command unconventional warfare exercise was from 2-18 November 1984. The interrogation exercises were held in the vicinity of Camp Humphries, Korea. The following personnel augmented the Det 32 staff: 1Lt Blake DeVoid, HQ PSAA; Major Robert W. Brown, Vet 31; SSgt Lance Young, Vet 31;

Captain Joseph Chamberlain, Captain John C. Dymond, and TSgt Allen Erickson from HQ AFSAC, and all Det 32 personnel. In addition, Det 4, FTD provided two observers to evaluate the mobile interrogation team (MIT) concept in order to determine the feasibility of deploying Det 4 FTD personnel with the HUMINT MITs.

As in the previous FOAL EAGLE Exercise, this field exercise concerned real world-type information, with interrogators assuming the role of the enemy, and the interrogatees testing their training and capabilities to resist interrogations. Non-Air Force participating personnel were from the 524th MIB, 142 MIL BN, 3 MAR DIV, 6546 AISU (ROKAF), and 103 AIU (ROKA). Det 32 conducted a three-day interrogation seminar just prior to the exercise in order to familiarize all participants with procedures and interrogation methods to be used during the exercises.<sup>267</sup>

COPE THUNDER: MSgt Rand Gallagher, Det 31, participated in COPE THUNDER from 7-21 September 1984 at Clark AFB, Philippines. This exercise centered around the training of aircrews flying against Communist tactics and weapons systems. MSgt Gallagher participated in the briefing and debriefing portion of the exercise for the purpose of evaluating the feasibility of continued future participation as a means of training PSAA personnel for their wartime duties.<sup>268</sup>



SEATED (LEFT TO RIGHT) - COLONEL TOM DAVIS, PSAA/CC (Designate); LT. COL. JOHN REXFORD, PSAA/CC (Incumbent); COLONEL NICK YANKOWSKI, AFSAC/CC; LT. COL. JOHN KIEHM, ESAA/CC (Incumbent); COLONEL JOHN DOXEY, HQ AFSAC/INO (ESAA/CC Designate); STANDING (LEFT TO RIGHT) - LT. COL. RICHARD OWEN, AFSAC/DET 21/CC; CAPTAIN RICK VILLALOBOS, AFSAC/OL-P; LT. COL. TOM LEWIS, PSAA DET 32/CC (Designate); LT. COL. RUSSEL RESTON, PSAA DET 32 (Incumbent); LT. COL. JOHN EIKELBARNER, PSAA DET 31/CC; COLONEL CHARLES PIVER, AFSAC/CV; LT. COL. WILLIAM SAJE, ESAA DET 11/CC; LT. COL. RICHARD HUSEMANN, ESAA DET 12/CC (Incumbent); MAJOR MARTIN BENNETT, ESAA DET 12/CC (Designate); MAJOR RONALD MCABEE, ESAA DET 13/CC; LT. COL. RUSSELL PARRIS, AFSAC/DET 22/CC.

## CHAPTER VI

### AFIS SPECIAL STAFF

HEADQUARTERS SQUADRON SECTION

PLANS, PROGRAMS, LOGISTICS DIVISION

MANPOWER AND ORGANIZATION DIVISION

COMPTROLLER DIVISION

ADMINISTRATIVE DIVISION

PUBLIC AFFAIRS OFFICE

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HEADQUARTERS SQUADRON SECTION  
AFIS SPECIAL STAFF

**MISSION**

[REDACTED] The mission of the Headquarters Squadron Section was to promote the morale, health, and welfare of AFIS personnel and maintain unit discipline and standards.<sup>1</sup>

**PERSONNEL**

Key Personnel

[REDACTED] Maj. Carol M. Yarc was the chief of the Headquarters Squadron Section, as well as chief of the AFIS Administrative Division. In September 1984, she replaced Capt. Terrence E. Giroux as section commander, who became an assistant executive officer to the ACS/I. Capt Giroux had also been dual-hatted as the executive officer to the AFIS vice commander. MSgt Robert S. Horne was the first sergeant for AFIS since 24 January 1984. MSgt Charles F. Porter was chief of Unit Administration, a position he held since 30 April 1982. SSgt Vicki L. Briggs arrived at AFIS on 10 January 1984 and became the NCOIC, Special Administrative Actions. Mr. Michael Blevins, the compound maintenance custodian, was assigned to the section on 9 October 1984.<sup>2</sup>

**COMMANDER AND FIRST SERGEANT**

[REDACTED] As the commander of the Headquarters Squadron Section, Major Yarc managed squadron activities and exercised general supervision over assigned enlisted personnel. The first sergeant, MSgt Horne, advised and assisted the squadron commander. They both conferred often with the senior enlisted advisor, CMSgt Gantzler.

[REDACTED] In general, the duties and responsibilities of the first sergeant covered five areas:<sup>3</sup>

- [REDACTED] 1. Promoted welfare, morale, and health of enlisted personnel.
- [REDACTED] 2. Advised and assisted the commander in maintaining discipline and standards.
- [REDACTED] 3. Assisted the commander in preparing and presenting squadron training and information programs.
- [REDACTED] 4. Supervised the care and upkeep of squadron buildings and grounds.

5. Monitored unit administration.

In 1984, the commander and first sergeant were involved with the following types of situations:<sup>4</sup>

1. Discharge proceedings - Concerning an airman's alleged involvement with cocaine.
2. Marital problems - Approximately six disputes involving six different couples.
3. Disaster assistance - Help for a sergeant, spouse, and children when their trailer and van burned.
4. Hospital visits - Approximately six visits during the year; none in a life threatening situation.
5. Coordination with local police - Concerning an enlisted member allegedly speeding.
6. Notification of death - One case in 1984.
7. Orientation for newly assigned personnel - The goal of the first sergeant was to talk with each new person.
8. Cases of indebtedness (2) and bad checks (4) - Counseling and referrals provided.
9. Counseling for traffic tickets.
10. Involvement in the case of a possible security compromise.
11. Visits to dormitories - Occasionally done for matters of cleanliness and safety.
12. Attendance at NCO academy and leadership graduations or recognition ceremonies.

ORDERLY ROOM

The specific programs and taskings for which the Orderly Room (CCQ) was responsible were the following:<sup>5</sup>

- Individual Newcomer Treatment and Orientation
- Weighted Airman Promotion System (WAPS)
- Weight Management Program (WMP)
- Leave Program

Processing Actions under the Uniform Code of Military Justice  
(UCMJ)  
Processing Administrative Separation Actions  
Reporting Duty Status Changes  
Issue/Collect Meal Cards  
Schedule Annual Medical/Dental Examinations  
In and Out Processing

Weight Management Program

[REDACTED] The Orderly Room assumed responsibility for the Weight Management Program (WMP) in August 1984 to ensure that all personnel assigned were weighed and that those who were identified as being overweight were promptly placed in the Weight Management Program through the advice of a medical practitioner. The Orderly Room prepared a monthly report to the 1947th HSG/DMPQA office updating the status of all personnel in the program. It also prepared a semi-annual report for the 1947th HSG/CCQ office on the Air Staff personnel identified during the semi-annual weigh-ins to be overweight.<sup>6</sup>

WAPS Reference Material

[REDACTED] The Orderly Room acquired and distributed research materials to be used for all promotion testing cycles. It distributed the materials to personnel assigned to AF/IN - AFIS - AFSAC located at Fort Belvoir, the Pentagon, Bolling AFB, the Washington Navy Yard, and Fort Meade. It also provided assistance to various detachments located in the U.S. who had difficulty obtaining study materials.<sup>7</sup>

Other Actions

[REDACTED] Throughout the year, the Orderly Room accomplished the following actions:<sup>8</sup>

Scheduled over 1,000 examinations for personnel assigned to AF/IN - AFIS - AFSAC.

Typed, edited, and processed Administrative Discharge packages, Article 15s, and Letters of Reprimand. In 1984, one Administrative Discharge was approved, in accordance with AFR 39-10.

Logged and processed over 2,500 leave-of-absence statements.

Typed over 150 letters for 3 commanders for projected gains to AF/IN-AFIS.

PLANS, PROGRAMS AND LOGISTICS DIVISION  
AFIS SPECIAL STAFF

MISSION

[REDACTED] The mission of the Plans, Programs and Logistics Division (XP) was to unify and direct all command planning and programming activities toward reaching approved command goals. It also provided for logistics support to all AFIS elements in the functional areas of facilities, supply, host-tenant support agreements and memoranda of understanding, and all facets of logistics planning.<sup>9</sup>

ORGANIZATION

[REDACTED] The AFIS Plans, Programs and Logistics Division (AFIS/XP) ended 1984 a significantly changed organization, because of the reorganization within the Special Staff which moved the logistics function to the XP division. The retirement of Lt. Col. Lynn Thompson (AFIS/LG) in May 1984 led to the decisions to delete the Logistics Division and to form a Logistics Branch (XPL) within the Plans and Programs Division. The two drivers from LG were assigned to AFIS/DP along with the responsibility for the command vehicles; the two remaining LG positions (captain and master sergeant) were transferred to AFIS/XP.<sup>10</sup>

[REDACTED] Asked why the LG was merged with XP, Col. William B. Sherman, the AFIS vice commander, answered the following:<sup>11</sup>

I think that General Bissell wanted to build or push for an AFIS building at Bolling, and he wanted Lt. Col. Thompson to run that. Lt. Col. Thompson made O-6 and decided to retire. The building impetus then went away when General Bissell went to the DIA. It was about a ten million dollar project, and the money, planning, and everything else just didn't get off the ground.

I looked at LG and realized consolidation saved a space. In other words, have a good captain, logistician (Captain Amond right now), who can work the MOUs, procurement, the logistic situations for the command, and do it under XP. As a matter of fact, most of the classical work LG did was logistics plans. Move the captain in under Plans, and that eliminates the requirement for an LG per se, and so you save one space. That's basically why I did that. Sergeant Howard, who is leaving, is the last of the logisticians besides the captain. I recommended to Colonel Swain, that instead of having another logistician down there, change the

AFSC that enlisted billet to a supply AFSC and put all that under the Plans people. It fits under Plans as well as being a separate logistics outfit. Two people here and three people there is not really the most effective way to use manpower.

As of December, the division consisted of a Plans Branch (XPX), Programming Branch (XPP), and Logistics Branch (XPL).<sup>12</sup>

## PERSONNEL

### Key Personnel

Lt. Col. Alden R. Guy continued as the chief of the division. The position of chief of the Plans Branch was vacant until 26 February 1984, when Mr. James A. Beck reported for duty. In May, the chief of the Programs Branch, Carlice A. Bourassa, departed for a new position in AFIS/INU. Her replacement, Mr. Anthony J. Amato, was selected 18 September 1984, but he was not expected to report for duty until January 1985. The chief's position for the Logistics Branch was vacant until October when Captain Thomas Almond arrived from Eglin AFB.<sup>13</sup>

### Manning Strength

As of 31 December 1984, the division was manned as follows:

	<u>AUTHORIZED</u>	<u>ASSIGNED</u>	<u>PERCENT</u>
OFFICERS	2	2	100%
ENLISTED	1	1	100%
CIVILIAN	5	4*	80%
TOTAL	8	7	88%

\*The vacant civilian position was filled, but the individual was awaiting security clearance.

## PROGRAMMING

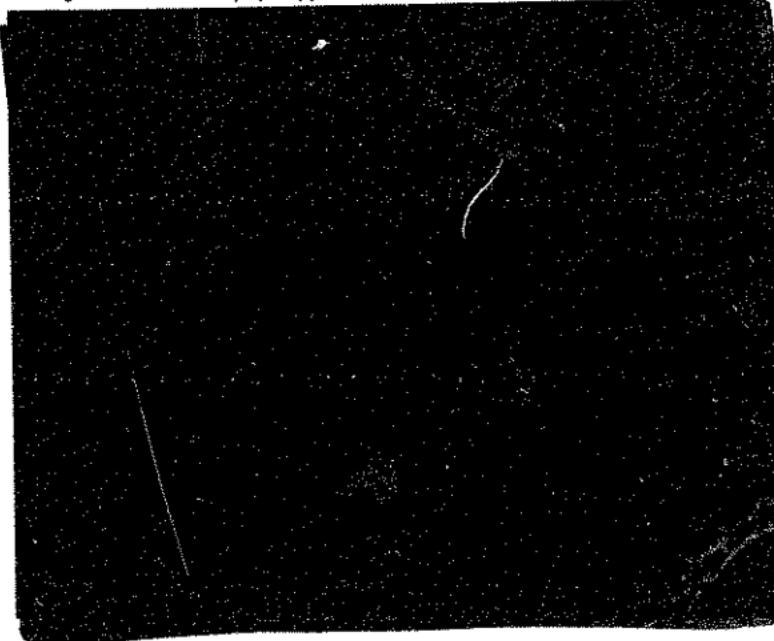
The significant projects of the Programming Branch were primarily the General Defense Intelligence Proposed Program (GIDPP), the AFIS Program Objective Memorandum (POM), the implementation of HQ USAF Program Action Directive (PAU) 84-1, and the consolidation of requirements for these programs from all AFIS organizations. The preparation of these projects was difficult since the position of chief of the Programs Branch was vacant a

good part of the year. Mr. Beck from the Plans Branch took on these projects, assisted by Mrs. Juanita Taylor.<sup>14</sup>

General Defense Intelligence Program

[REDACTED] January 1984 was one of XP's busiest months for preparing the initiatives for the FY86-90 General Defense Intelligence Program, which included meetings of the GDIPP working group on 20 January and the directors level meeting on 27 January. On 27 January, the command ranking of AFIS initiatives was forwarded to AF/INYR. The GDIPP list applied only to AFIS Program 3 activities.<sup>15</sup>

[REDACTED] In May, AFIS was informed of how AFIS initiatives were ranked in the FY86 Air Force GDIPP submitted by AF/INYR to the Defense Intelligence Agency. The dollar amounts, manpower numbers, and/or titles for some initiatives on the list were different from what AFIS submitted to INYR, because changes occurred during reviews by the Program Element Monitors (PEMs), Program Review Group (PRG), and the ACS/1.<sup>16</sup>



On 1 November 1984, the GDIPP cycle began again as the AFIS vice commander issued the FY87-91 GDIP data call.

USAF PAD 84-1

During the latter part of the year, AFIS/XP expended much time and energy in responding to USAF Program Action Directive (PAD) 84-1, published 11 April 1984. The objectives of the PAD were the following:<sup>20</sup>

Identify the actions and assign planning responsibilities to implement the integrated management of information systems dual-hatted under AFCC throughout the Air Force and accomplish the following actions:

- a. Integrate communications-electronics and data automation staffs at each MAJCOM, SOA and DRU to form

Deputy Chiefs of Staff (or equivalent for SOAs/DRUs) for Information Systems.

b. Assign responsibilities for the acquisition and technical management of office automation systems and the Information Requirements Management Control Office (IRMCO) to the Deputy Chiefs of Staff (or equivalent) for information Systems.

c. Integrate data processing and telecommunications activities at base level, with specific emphasis on integrating data processing installations (DPIs) and telecommunications centers (TCCs).

#### Background

The issuance of PAD 84-1 occurred because during the late 1970s and early 1980s technology wildly proliferated in two prime areas: data automation and telecommunications. As both areas moved to take advantage of the increases in capabilities, the lines of demarcation among computers that communicated, communications devices with an innate computing function, and office automation equipment were blurred. In January 1982 the assistant vice chief of staff directed a review of Air Force information management needs. The review included a look at: the explosive growth of information technology; the need to attract and retain skilled people; regulatory and economic changes; the need for an information architecture; organizational structures; and functional relationships. The study concluded that technological advances and other factors made it more difficult to conduct "business as usual" in Air Force information systems.<sup>21</sup>

As a result of this study, the chief of staff directed the integration of communications and automation throughout the Air Force. As the initial step, the Air Staff was reorganized on 1 June 1983 and a new assistant chief of staff for information systems (AF/SI) was formed to provide a management structure to better address the integration.<sup>22</sup>

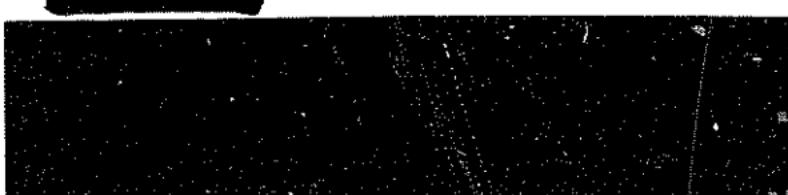
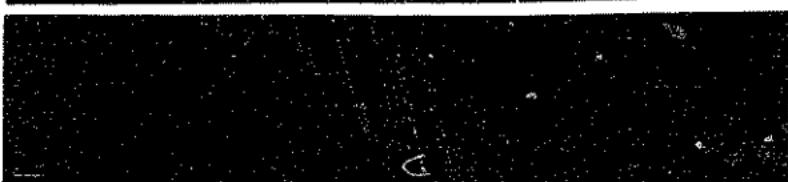
#### Tasking in PAD 84-1

AF/IN and AFIS planners were particularly interested in the PAD's tasking for major commands and special operating agencies:<sup>23</sup>

Prepare plans in conjunction with HQ AFCC to integrate communications and automation staffs into a deputy chief of staff for Information Systems (or equivalent for SOAs/DRUs) which is dual-hatted under AFCC and operationally controlled by the host MAJCOM/SOA/DRU

commander. The plan should also provide for integration of communications and data automation at all levels and identify those MAJCOM/SOA/DRU-unique systems and organizations that will not be managed under the dual-hat structure.

Under the "constraints" section of the plan, a point regarding "intelligence systems" was made: "National Foreign Intelligence Program (NFIP) resources will continue to be worked under the purview of the Air Force NFIP Program Manager."<sup>24</sup>



#### Tasking for AFIS

On 10 October 1984, the ACS/I therefore directed the DACS/I, who was also the AFIS commander, to have AFIS planners contact AFCC and begin to design an information systems organization which satisfied the requirements of PAD 84-1 and provided effective support for AFIS. The proposed organizational structure was to be consistent with AFIS's unique managerial and procedural arrangements with AF/IN and the national intelligence community. The ACS/I noted that issues had to be addressed soon to ensure that the AFIS PAD implementation plan was submitted to

HQ USAF in January 1985, as required by the PAD. The ACS/I concluded by stating, "Please keep us advised on the results of your discussions with AFCC. A staff assistance visit to AFIS will be conducted by AF/INY when a draft implementation plan has been developed. The final plan should be forwarded to AF/IN for approval before forwarding to AF/SI."<sup>27</sup>

#### Working Group

On 12 October 1984, the AFIS PAD 84-1 Working Group met. The six members requested by AFIS/XP included representatives from AFIS/IND, AFIS/INS, AFIS/DA, AFIS/MO, AFIS/DP, and AFIS/AC. Mr. Beck of AFIS/XP chaired the group. Some of the issues the group had to address were the following:<sup>28</sup>

What specific functions within AFIS could be affected?

Does AFIS possess sufficient uniqueness to pursue exception to the PAD?

Should the AFIS system fall under the dual hat concept?

If AFIS participates in the integration process, what organizations and functional actions should issue? What should we call the function?

#### Initial Concepts

After two sessions, in which all command functions were reviewed for applicability to the scope of the program, the working group identified the following concepts:<sup>29</sup>

##### Concept A

1. Reorganize the Directorate of Intelligence Data Management (IND) to provide increased responsibilities to AFIS' information systems requirements. (Includes data automation, communications and ADP hardware security and office automation).

2. Redesignate the Director of Intelligence Data Management to Director of Information Systems (SI).

3. Transfer the AFIS/INS Management Division (INSC) to the Director of Information Systems.

4. AFSAC remains unchanged as a DRU of AFIS.

NOTE: The AFIS/INS member could not concur with this concept because the INSC function is primarily

changed with establishing COMINT security programs at USAF level and performing those tasks on an AF-wide scope. The concept would be contrary to DOD guidance.

Concept B

Similar to A except the integration of INSC would not be effected.

Concept C

An expansion of concept B whereby the function of managing the security of ADP hardware presently performed by IND would transfer to INS.

NOTE: MO would prefer that IND retain its present "IN" unique designation under all concepts.

The working group, recommended that AFIS adopt either concept A or C.<sup>30</sup>

AFCC-AFIS Meeting

The meeting between representatives of AFCC and AFIS occurred 12 December 1984. Representing AFIS were Mr. Beck, AFIS/XPX, Lt. Col. Fitch, AFIS/IND, and Maj. Young, AFIS/INS. There were six representatives from AFCC, headed by Lt. Col. Burrows, AFCC/SIP. The meeting began with Lt. Col. Burrows briefing the AFIS staff on the status of integrating communications and data automation at the various major commands, special operating agencies, and direct reporting units. He stated that he was well aware that AFIS had requested a waiver to the integration concept and informed the AFIS representatives that other commands such as TAC and AFOTEC had also requested waivers, but were denied.<sup>31</sup>

Mr. Beck then presented the AFIS briefing to Lt. Col. Burrows and the others from AFCC. The AFIS concept of operation presented on 12 December was slightly different from the Concepts A, B, and C developed by the AFIS working group. The 12 December concept was as follows:<sup>32</sup>

Reorganize IND to provide increased responsibilities (data automation communications and office automation).

Rename IND from Intelligence Data Management to Intelligence Information Systems.

Transfer ADP software security presently performed in IND to the Directorate of Security and Communications Management (INS).

AFSAC/INX will perform subordinate command level SI functions as additional responsibility. (No unique designation)

Retain administrative control of resources due to command uniqueness.

After Mr. Beck's briefing, the AFCC members had no questions. Lt. Col. Burrows, however, disagreed with the AFIS position of not "dual hatting" with AFCC. As expected, the AFIS position met resistance with its idea of "command uniqueness" as a justification for not "dual hatting." Lt. Col. Burrows also stated that AFIS/IND and AFIS/INS should be integrated. He stated, too, that the differences between AFCC and AFIS could not be settled that day at the the 12 December meeting, but would have to be decided at a higher level. The resolution would be in the form of an answer to the AF/INY letter to AFIS/SIP dated 23 May 1984, whereby AF/IN originally requested the waiver for AFIS.<sup>33</sup>

Lt. Col. Fitch of AFIS then explained each of the functions of the AFIS/IND divisions and branches. Col. Burrows at this point then stated that the mission of most of the IND divisions and branches did not necessarily fall within the intent of PAD 84-1, except for AFIS/INDOO. He concluded by stating that in January 1985 he would be at Andrews AFB and would visit IND at Bolling AFB to see the IND function.<sup>34</sup>

According to Mr. Beck, "We concluded the meeting by agreeing that we disagreed and we would press on with the build of an AFIS Programming Plan implementing our concept of operation pending the outcome of our request for waiver."<sup>35</sup>

As of 26 December 1984, AFIS was waiting for a definite answer to the AF/INY letter to AFIS/SIP, dated 23 May 1984, concerning the waiver for AFIS, based on AFIS command uniqueness. In the meantime, AFIS was preparing an AFIS Programming Plan to implement its concept of operation under PAD 84-1.<sup>36</sup>

#### Review of SONs and SOCs

Throughout the year, the Programs Branch continued to serve as the primary function for consolidating AFIS reviews of Statements of Operational Need (SONs) and Statements of Operational Concepts (SOCs). AFIS/XPP reviewed forty-six SONs, providing substantive comments to fourteen of them. Also, two SOCs were reviewed and commented on to the originating commands.<sup>37</sup>

### Other Programming Activity

██████████ Other significant activity the Programming Branch was involved with during the year concerned the following: the AF/SITI draft PMD for Secure Telephone Systems Program; transfer of billets in INIW, OL-AF, OL-F, and OL-N; FY85-86 Consolidated Cryptologic Program, individual mobilization augmentee (IMA) funding and programming, and the AFIS Objective Plan.<sup>38</sup>

### PLANS

#### First AFIS WMP

██████████ The Plans Branch continued to update all required UPLANS. The primary effort of the year was the writing of the first AFIS War and Mobilization Plan (WMP), which consolidated the F-series plans for all major commands supported by AFIS resources in wartime. This significant document, published 15 November 1984, was to be used by unified and specified Commands worldwide for wartime planning. The plan provided AFIS forces with guidance for deployment and employment in support of gaining major commands and supported air component commands. It also outlined the procedures for providing augmentation support of mission requirements in the event of a contingency, general war, or national emergency.<sup>39</sup>

#### Exercise Plans

##### PRESSURE POINT 84

██████████ On 13 January, the final report was published for Exercise PRESSURE POINT 84, a selected procedural command post exercise sponsored by the Joint Chiefs of Staff (JCS) and conducted 16-22 November 1983. AFIS and AFSAC offices participating in PRESSURE POINT 84 found it a useful opportunity for AFIS to exercise the procedures used by the JCS, HQ USAF, and USAF commands in a crisis situation and to evaluate AFIS crisis management procedures. In the report there were no critique items submitted for Air Staff consideration, while twelve items were submitted for intra-command consideration.<sup>40</sup>

##### RIDGE RUNNER 84

██████████ On 15 March 1984, the Plans Branch published the AFIS Exercise Plan for RIDGE RUNNER 84 (AFIS EXPLAN 01-4). This plan provided guidance for DOD elements participating in the AFIS-sponsored evasion training exercise conducted 20 August - 6 September 1984. The exercise was to provide a concentrated training program for selected members of all four U.S. armed

services whose duties entailed teaching and/or briefing U.S. combat personnel on the subject of evasion or conducting basic, advanced or continuation evasion training.<sup>41</sup>

#### PALACE READY 84

[REDACTED] On 12 June 1984, the AFIS Exercise Plan for PALACE READY was published. The plan provided guidance for AFIS elements participating in the Air Reserve Personnel Center's Exercise PALACE READY, conducted 23 July through 17 August 1984. The primary purpose of the exercise was to develop a comprehensive test of procedures and data systems supporting the mobilization and deployment of United States forces in response to crisis situations to ascertain the strengths and weaknesses of the mobilization system. Involvement of AFIS staff elements in PALACE READY were designed to exercise and evaluate command procedures to simulated emergency mission requirements and to determine the adequacy of existing command plans in support of Air Force commanders.<sup>42</sup>

#### POWDER RIVER 85

[REDACTED] On 1 October 1985, the AFIS Exercise Plan for POWDER RIVER 85 was published. The plan provided guidance for AFIS elements participating in the JCS-sponsored selected procedural command post exercise POWDER RIVER 85, which was to be played on a twenty-four-hour basis beginning 15 October 1984 through 26 October 1984.

[REDACTED] Involvement of AFIS staff elements and subordinate headquarters in POWDER RIVER 85 was designed to exercise and evaluate command procedures in response to determine the adequacy of existing commands in support of JCS, HQ USAF, and USAF commanders worldwide.<sup>43</sup>

#### Publication of Revised AFISR 55-1

[REDACTED] On 15 August, AFIS/XP published a revision of AFISR 55-1 (U), "AFIS Participation in MAJCOM, Unified and Specified Command, JCS, and DOD Exercises." This regulation prescribed the basic guidance and direction for AFIS headquarters staff agencies and subordinate units participating in DOD and JCS-directed, unified, specified, and major command sponsored exercises for the purpose of wartime and contingency training and readiness. It also assigned specific responsibilities for monitoring, coordinating, and unifying command actions which involved AFIS active duty and reserve intelligence participation in such exercises. It applied to all AFIS activities.<sup>44</sup>

Other Published Plans

## AFIS Concept Plan - AFIS Support

Emergency Action Procedures

On 1 July 1984, the document for the Emergency Action Procedures (EAP) of the Air Force Intelligence Service (EAP-AFIS) was published. The document was a directive upon staff agencies, operational elements, and subordinate commands of AFIS, which, as a separate operating agency, was responsive to the Headquarters, USAF for emergency action purposes. Subordinate commands having overseas organizations were to ensure their compliance until the organization(s) transferred operational control to the unified or Air Force theater command. Specifically, the EAP-AFIS was published to prescribe AFIS policy and procedures for: 1) identifying and implementing actions necessary to increase the AFIS readiness posture, 2) alerting key line and staff personnel to emergency mission requirements, and 3) establishing and activating the AFIS Alert Staff.<sup>46</sup>

Plans Reviewed

Throughout the year, AFIS/XP reviewed and commented upon plans prepared by other units. The following were some of the plans with noteworthy recommendations:<sup>47</sup> ESAA OPLAN 4102, PSAA OPLAN 5000/5001, PSAA OpLAN 5027, Air Force Intelligence Plan (AFIP), HUMINT Appendix for USCENTAF OPLAN 1002.

FIAT Concept and Capability

In June, AFIS/XP requested that AF/INE and AF/INT review a draft letter to be sent to commanders of all major, unified, and specified commands. The purpose of the letter was to inform commanders of an AFIS intelligence augmentation capability and the concept of its use. The letter stated the following:<sup>48</sup>

AFIS possesses a limited mini-fusion analytical intelligence team which could be used totally

or partially during the early stages of a war or contingency. Its primary purpose would be to augment commands which do not possess organic intelligence resources, but is available for other reasons. The team can provide combat commanders with skilled intelligence personnel for all-source analysis to meet increased intelligence needs in a contingency or limited war environment.

The functional intelligence augmentation team (FIAT) team consists of:

<u>AFSC DESCRI</u>	<u>AFSC</u>	<u>GRADE</u>	<u>QUANTITY</u>
Intel Application Off	L08076	O5	1
Cart/Geo Off	05734	O4	1
Intel Targeting Off	08085	O4	1
Air Ops EW Off Gen	02275Y	O4	1
Signals Intel Uff	08035	O3	1
Image Intel Off	08044	O3	1
Air Intelligence Off	L08054	O3	1
Intel Targeting Uff	08086	O3	1
Imagery Interpr Tech	20670	E7	1
Staff Sup Admin Tech	70270	E6	1
		TOTAL	10
		(8 Off/2 Enl)	

[REDACTED] The letter announcing the availability of the FIATs was sent to fifteen units. The response from them, however, was not enthusiastic. In fact, most responses indicated that the FIATs would not be beneficial to the commands as they were proposed. By year's end, the FIAT plan was dormant.<sup>49</sup>

[REDACTED] On 27 April 1984, XP's phase narrative report was submitted on FY84 Support Force Sizing (FORSIZE) and Wartime Manpower Planning (MANREQ) Exercise. The MANREQ/FORSIZE exercise identified and documented the total wartime manpower force structure for in place and deployment requirements. From the exercise, the support force availability for the War and Mobilization Plan, Volume 3, was then used by the Air Staff for Program Objective Memorandum (POM) planning and manpower program initiatives submitted to the Office of the Secretary of Defense.<sup>50</sup>

#### Requirements for IMAs and Retired/Separated Personnel

##### 100K Requirements for AFIR IMAs

[REDACTED] On 9 June 1984, AFIS/XP requested that major commands and special operating agencies review and reconfirm 100K recall authority requirements for Air Force Intelligence Reserve (AFIR)

individual mobilization augmentees (IMAs), who were centrally managed by AFIS.<sup>51</sup>

#### Skill Usability Update

In March, XP responded to a request by AF/MPP to review the adequacy of estimated skill proficiency retention periods for retired or separated personnel in the event they were recalled to active duty. Comments were solicited from AFIS directorates, and generally the AFIS staff agreed with the original study and as modified by Air Training Command with exceptions. The exceptions concerned the number of years in the retention period for some specialized AFSCs.<sup>52</sup>

In April, the HQ AFIS Emergency Notification Plan was streamlined with regard to the personnel recall sequence. This occurred after a test of the Emergency Notification System on 20 March 1984 failed. Of 545 persons assigned to HQ AFIS (Pentagon, Bolling AFB, and Fort Belvoir) only 43 percent (234) were notified.<sup>53</sup>

On 25 May, a revision of AFISR 355-2(U), "AFIS Notification System," was published. Its purpose was to clarify responsibilities for establishing, monitoring, and implementing the AFIS notification system.<sup>54</sup>

#### LOGISTICS

The Logistics Branch was formed in April when the AFIS Special Staff Logistics Division was absorbed into the Plans and Programs Division. The branch's major accomplishments during the year were its involvement in Project MOVE at Bolling and the Pentagon, the facilities upgrade at Fort Belvoir, and the reaccomplishment of support agreements.<sup>55</sup>

#### Project MOVE

Project MOVE involved several organizations in the Pentagon and at Bolling AFB. The AFIS vice commander directed the move in February 1984. It involved AF/INEG, AFIS/INS, AFIS/INT, and AFIS/INC. The major part of the work involved rehabilitating the second floor of Building 520 (INC's old facilities) for INS to occupy and part of the first floor of 520 for the INO personnel then in Building 5681. The projected order of events was as follows:<sup>56</sup>

1. INC move from 2nd floor Bldg 520 to 2nd floor Bldg 1304, Bolling AFB (Accomplished)

- [REDACTED] 2. Rehabilitation of 1st and 2nd floors of Bldg 520
- [REDACTED] 3. INS (less AFSSU) move from Pentagon to 2nd floor Bldg 520
- [REDACTED] 4. INEG move from Bldg 5681 and 1st floor Bldg 520 to Pentagon
- [REDACTED] 5. IND move from 2nd floor Bldg 5681 to 1st floor Bldg 520
- [REDACTED] 6. INT expand into new area 1st floor Bldg 5681

The projected date for MOVE to be completed was in mid-1985.

#### Facilities Improvements

[REDACTED] At the AFIS headquarters, Fort Belvoir, Virginia, facilities improvements included:

Installation of central air-conditioning in Buildings 1923, 1924, 1928, 1929, and 1930

Installation of new heating systems in Building 1925 and 1926

Installation of electric meters on all compound buildings

Installation of carpeting in Buildings 1919, 1920, 1923, 1924, and 1925

Acquired a new building on Ft. Belvoir for AFSAC Det 23

#### Support Agreements

[REDACTED] The Logistics Branch during the year did the following concerning support agreements:<sup>58</sup>

Completed review of interservice support agreement between Ft. Belvoir and Hq AFIS<sup>59</sup>

Reaccomplished Host Tenant Support Agreement between 76 ALD, Andrews AFB, and Hq AFIS for support of AFIS elements at Bolling AFGEU

Reaccomplished Host Tenant Support Agreement between 2851 ABG, Kelly AFB, and AFIS/OL-N61

Started negotiation for an interservice support agreement between USA Communication Command and AFIS for communication

support Terminated memorandum of agreement between Hq AFIS and Hq ESC62

#### INSTALLATION OF WANG SYSTEM

Changes in office administration services occurred with the installation of a new WANG Alliance office information processing system in the XP division, which was also shared by AFIS/MO/AC/IG. Mr. Beck and Mrs. Bourassa played a major part in the design and procurement of the system, which was to direct information processing capability for each professional and administrative person. Mr. Beck was designated as the administrator of the complete system and was instrumental in setting it up and maintaining it.<sup>63</sup>

MANPOWER AND ORGANIZATION DIVISION  
AFIS SPECIAL STAFF

**MISSION**

The Manpower and Organization Division (MO) managed command authorizations (active and reserve), controlled organizational structure, conducted manpower surveys, and determined manpower requirements.<sup>64</sup>

**ORGANIZATION**

The MO division consisted of two branches: 1) Organization and Requirements and 2) Resources and Productivity. On 31 December 1984, however, the branches were dissolved, and all authorizations were consolidated at division level. After a reassessment of workloads and pending personnel changes, it was concluded that MO could function more effectively and efficiently as an unstructured organization.<sup>65</sup>

**PERSONNEL**

Key Personnel

Lt. Col. John S. Follrod continued as chief of the division, having held the position since 16 August 1981. SMSGT William E. Emenhizer was chief of the Organization and Requirements Branch. MSGT Arnold Lees was chief of the Resources and Productivity Branch. SSgt Winston C. Murphy, chief of Administration, transferred to the 2033rd Communications Squadron at Fort Belvoir, Virginia, on 1 December. SSgt Marvin Pease and SSgt William V. Miller, Jr., also were key personnel.<sup>66</sup>

Manning Strength

The manning strength of the division was as follows:<sup>67</sup>

	AUTHORIZED	ASSIGNED	PERCENT
OFFICER	1	1	100%
ENLISTED	5	5	100%
CIVILIANS	0	0	
TOTAL	6	6	100%

## FUNCTIONAL ACTIVITIES

### Regulation Published

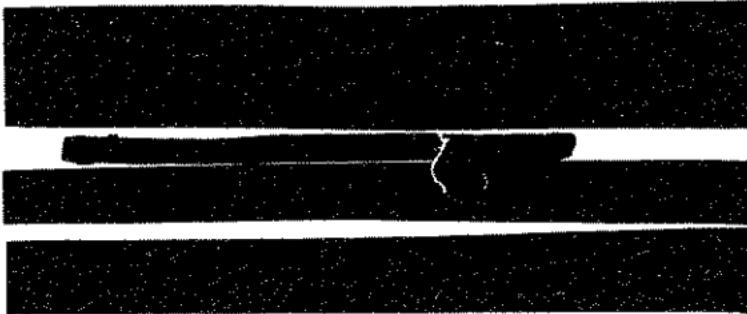
In accordance with the MU mission, the division published a revised AFISR 23-1 (U), "Organization and Functions Air Force Intelligence Service (AFIS)," 15 February 1984. This regulation was the official summary statement (chartbook) for the AFIS organization and functions.<sup>68</sup>

### Authorizations and Allocation Actions

Extensive resource management actions enabled the division to accommodate AFIS's growing manpower authorization requirements. Two primary means of meeting those requirements were to allocate newly approved resources and redistribute existing resources.

The Air Force Special Activities Center (AFSAC) was allocated nine officers, six enlisted, and six civilians for 1984, and thirteen officers, eight enlisted, and one civilian for 1985. The Directorate of Intelligence Data Management received ten new enlisted positions through the 1984 Air Force General Defense Intelligence Program (GDIIPP).

Also, resources were allocated to establish "OL-B" at the Pentagon. The purpose was to fulfill the Air Force's assigned role as the DOD executive agent and to directly influence IDEX II development. AF/IN submitted a softcopy management program initiative in the FY85 GDIIPP which was subsequently approved and funded with five officer authorizations in PE 31305, effective 1 October 1984. This action of establishing a new operating location, however, was unclearly defined, and the "operating location" status was nebulous.<sup>69</sup>



2. The Resource Applications Group (INES) assumed responsibility for the following functions:<sup>72</sup>

- a. Manpower, military and civilian personnel, and civilian performance appraisals
  - b. SCI billet management
  - c. Military and civilian training
  - d. TDY fund management
  - e. Custody of Morale, Welfare, and Recreation (MWR) funds
  - f. Contract research
  - g. Intelligence Reserve Forces assigned to INE
  - h. AF/Ik monitor for Rand Intelligence research programs under Project Air Force
  - i. INE representation to the AF/IN Priorities Review Group (PRG) for purposes of deliberation on the General Defense Intelligence Program (GDIP)

## Reorganization Actions

Several functional managers adapted to shifting and increasing mission responsibilities and taskings via reorganization. Approval and implementation of reorganizations were to provide functional managers the capability of achieving greater managerial flexibility, maximum utilization of resources, and more efficient and effective mission accomplishment.

Specifically, INOZ created a new branch entitled Executive Intelligence (INOZE). Two officers and one enlisted person were pulled from in house resources to create this new branch. Also, the Visual Display Branch (INOZD) was reorganized, forming the Audiovisual Presentations Division (INUV).<sup>73</sup>

The AFIS Logistics Division (LG) was disbanded during April 1984 as a result of a Management Advisory Study (MAS). Logistics support was incorporated into AFIS/XP, and the new division became the Plans, Programs, and Logistics Division. Two authorizations previously used for VIP support were transferred to AFIS/DA (70230A AIC) and AFIS/CVE (70250 Sct).<sup>74</sup>

OL-F was inactivated effective 1 October 1984. The functions and billets associated with OL-F were transferred to the Tactical Air Warfare Center (TAWC).<sup>75</sup>

AF/INEGL was disestablished effective 1 December 1984. All billets and personnel were realigned under a new function within AFIS called the Long Range Estimates Division (AFIS/INOL).<sup>76</sup>

Another significant reorganization action took place during May 1984 with the creation of AFIS/INOH at Ft. Belvoir. The following data illustrates changes which became effective FY 85-1:<sup>77</sup>

PAS	OSC	FAC	POSITION NR	GRADE	AFSC	PEC	ACTION
FVL4	INOH	352550	0005111	MAJ	L8075	31305A	+1
FVL4	INOH	352550	0005112	MSG	20170	31305A	+1

As a direct result of the ACS/I's organization study group, headed by Maj. Gen. John Patton, USAFk (Retired), a recommendation to establish a new "Assistant for Security and Communications Management" element within AF/IN was approved. This new office (AF/INS) consisted of two billets (one O-6 and one O-5) and was dual-hatted to AFIS to serve as the director and deputy director of AFIS/INS.<sup>78</sup>

A Management Headquarters drawdown levied upon AF/IN required considerable coordination on the part of AFIS/MO.<sup>79</sup> Trying to equitably distribute the reductions and realignments and still meet the commitment of twelve authorizations became a major undertaking. Several alternatives were identified before a final position was determined. The following actions were considered to achieve the quota:<sup>80</sup>

a. Realign the Long Range Estimates function from AF/INYG to AFIS/INO. This was to reduce AF/IN strength by seven positions. This action was accomplished.

b. Realign the Command Support Branch (AF/INYXS) to the AFCOS. This was to reduce AF/IN strength by five positions. The new AFCOS subdivision would report to AF/INYX and be under day-to-day operational control of the HQ USAF Directorate, Intelligence Plans and Systems (HQ USAF/INY). The Director, INY, would be dual-hatted as deputy director, Intelligence Command Support. This action was not accomplished.

After a great deal of effort, a decision was made to stay with the existing ceiling of 160. AF/IN's headroom was reinstated after the anticipated FY85 management headquarters

reduction failed to materialize. Because AFIS/INOL was already established, it was not disestablished. Instead, seven other positions within AFIS were transferred back to AF/IN.

#### Manpower Studies

AFIS/MO obtained an exemption from the institutionalized Air Force Manpower Standard Development Program in 1983. MO, however, continued to conduct manpower studies directed toward establishing a credible baseline of functional requirements. The Administrative Division (DA) Manpower Study Final Report was prepared on 18 April 1984. It quantified man-hours associated with additive workload and combined those hours with manpower earned through Air Force Manpower Standards (AFMNSs) to determine total AFIS/DA manpower requirements. Due to austere manpower resource availability, the one additional authorization gained by application of this standard was carried as a deferred requirement. The standard also was used as a POM justification. A similar effort was initiated in the Directorate of Intelligence Reserve Forces (RE). A study memorandum was signed on 3 August 1984, and ground-work was laid for a formal measurement to be conducted during CY1985.<sup>81</sup>

#### Installation of WANG Equipment

The installation of an on-site WANG printer in mid-January 1984 provided more management freedom for AFIS/MO. The capability to produce hard copy documents on-site ended MO's dependence on the facilities and equipment at Bolling and Andrews AFBs. The Wang computer system was installed during the latter part of 1984, and allowed for direct interface with AFIS/AC and AFIS/XP, which was previously accomplished through manual transactions. Manual accounting of authorizations was expected to be eliminated in the next phase of MO's automated data processing upgrade.<sup>82</sup>

END OF MO SECTION

**COMPTROLLER DIVISION  
AFIS SPECIAL STAFF**

**MISSION**

[REDACTED] The Comptroller Division (AFIS/AC) provided budgetary and fiscal management advisory and analytic services to the command, staff, and directorates on policies and procedures that pertained to resource management. It also established information and financial control systems to assure efficient and timely management of command resources.<sup>83</sup>

**ORGANIZATION AND PERSONNEL**

Organization

[REDACTED] The division continued to consist of two branches: 1) Budget and 2) Accounting and Finance. There were also a one-man Management Analysis unit and a one-man Administration unit.

Key Personnel

[REDACTED] Lt. Col. Lloyd S. Garner, the AFIS comptroller, departed AFIS in April 1984 for assignment to Korea. First Lt. Terrance M. Frost, budget officer, performed as acting comptroller until July 1984, when Lt. Col. Thomas E. Burnett arrived from Norton AFB, California, to assume the AFIS comptroller position.

[REDACTED] The head of the Budget Branch was 1st Lt. Frost, who was separated from active duty in October 1984. SMSgt Michael E. Hansen accepted management duties previously performed by Lt. Frost. The new budget officer was expected to arrive in January 1985. The head of the Accounting and Finance Branch continued to be SMSgt Charles E. Sovine.

[REDACTED] TSgt LaCoss was the individual in the Management Analysis unit until March when he was transferred to Alaska. His replacement was TSgt Bradley who received a humanitarian reassignment in November. SSgt Charles P. Steeno headed the Administration Unit.

Manning Strength

[REDACTED] The manning strength of the division as of August 1984 was as follows:

	<u>AUTHORIZED</u>	<u>ASSIGNED</u>	<u>PERCENT</u>
OFFICERS	2	2	100%
ENLISTED	5	5	100%
CIVILIANS	1	1	100%
TOTAL	8	8	100%

**BUDGET**Budget Activity

Throughout the year, the major work-load surges of the Budget Branch were as follows:

Financial Plan	April-May
Operating Budget	October-December
General Defense Intelligence Program (GDIP)/Program Objective	
Memorandum (POM)	November-January

Throughout the year, the branch worked on: 1) distribution of funds to twenty-one Operating Budget Account Numbers (OBANS), and 2) execution of the budget.

Highlights

On 8 May 1984, the Financial Working Group met to review and coordinate the FY85 Financial Plan. The final FY85 Financial Plan submission was forwarded to the AFIS commander, Brig. Gen. Martin, on 10 May 1984, for his approval and signature. The approved plan was then submitted to HQ USAF/ACB on 18 May 1984.<sup>85</sup>

On 29 August, the FWG reviewed the FY84 closeout, the status of FY84 O&M funds, and the investment equipment purchases from the FY84 program.<sup>86</sup>

CY1984 ended with the submission of the FY87 Operating Budget (OB) to the Air Force on 18 December 1984.<sup>87</sup>

Financial Working Group

Some of the significant activity of the Financial Working Group (FWG) concerned the following:

As of January 1984, the Major Force Program (MFP)-3 civilian pay obligations in the FY84 O&M were lagging. As a result AFIS/AC transferred \$250,000 into AFIS/INOA and AFSAC. This action was approved by the FWG members on 26 January for the following:<sup>88</sup>

1. AFIS/INOA required additional funds to procure furniture, support the CC&D contract, and upgrade light tables (\$123,000).

2. AFSAC required additional funds to support directed TDY requirements and equipment purchases.

Also in January, a review of the MFP-9 status indicated a very small undistributed balance from FY84 O&M funds. This was caused by the unprogrammed requirements for an AFIS film, an Intelligence Symposium, and a printing contract for the "Intelligencer" newsletter. Because of the limited flexibility of MFP-9, resource advisors were asked to closely review their program and identify any program deviations.<sup>90</sup>

In March, in the FY84 3080 Investment Equipment program, AFIS had spent \$136,000 except for \$11,000 that was being held for price adjustments. In addition, \$187,000 of the \$200,000 obligation authority was spent. The balance was to be available for other requirements once the contracts were finalized.<sup>91</sup>

In May, a comparison of the FY84 funding with projected FY85 funding showed that the USAF budget provided AFIS with a FY85 "bogey" by Major Force Programs 2, 3, 8A, and 9. The Air Force bogeys for MFP-2 and MFP-3 were sufficient to fund approved programs. The Air Force bogey for MFP-8A and MFP-9 were less than current FY84 funding and did not adequately fund the baseline programs. The HQ USAF budget reduced travel funds 10 percent in MFPs 8 and 9 and reduced Consultant Studies and Analyses by 10 percent. The latter reduction affected the NISSTR program.<sup>92</sup>

In June, the MFP-3 submission on the AFIS FY85 Financial Plan was approved. MFP-8A and 9 programs were to be reduced in FY85 because of a 10 percent reduction in TDY funds and the withholding of man years in Civilian Pay.<sup>93</sup>

In August, travel for MFP-3, 8A, and 9 was the focus of attention. Each organization/program was reviewed to establish needs and excess monies that could be reallocated within the respective MFPs. Members of the FWG were informed that travel orders should be prepared so they could be obligated on the accounting records by 1 September 1984. SMSgt Sovine stated that AFIS/ACF would be unable to provide travel costs in the future as done in the past, because the new Airline Guides did not show travel costs. The costs would have to be obtained from the local TMO or SATO.<sup>94</sup>

At the meeting of the Financial Working group on 24 October, there was a brief overview of the FY84 Financial Programs as of 30 September 1984. The AFIS obligation rate improved when

compared against FY84. Some programs, however, did not fully execute according to plans. Some studies and analyses and ICF planned expenditures were not finalized in time for end of year obligation.<sup>95</sup>

The review of FY85 requirements showed that AFIS/IND was to manage MFP-2 funding for tactical IDHS. Because of favorable funding in MFP-3, all initial unfunded items submitted by resource advisors in their FY85 FPs could be satisfied. Although AFIS had a large Management Account in MFP-3, AFIS/IND had several unprogrammed requirements which exceeded the undistributed amount. Those were to be identified to HQ USAF on AFIS's initial execution report. In MFP-8A, both AFIS/INC and AFIS/INH had unfunded requirements, and resource advisors from those directorates revalidated those requirements. AFIS identified to USAF/ACB a \$35,000 shortage for the new HUMINT training authorization in PE 84733. In MFP-9, the FWG approved distribution of \$50,000 for AFIS/INU travel requirements and \$10,000 for AFIS/RE calculators. There were a few requirements for compound upgrade, but these were to be considered individually when the work was scheduled by the Army engineers.<sup>96</sup>

#### ACCOUNTING AND FINANCE

##### A&F Activity

The Accounting and Finance Branch provided detailed accounting follow-up for over 150 contracts for AFIS and AF/IN; sent "funding messages, letters, and AF Forms 616s to GSAs, other major commands and special operating agencies; was a key player in the administration of the intelligence contingency fund (ICF); was the first level of review and resolution of ICF audit reports; and was a member of the inspector general team.<sup>97</sup>

##### Highlights

During January 1984, the Accounting and Finance Branch spent most of its time reviewing accounting procedures and evaluating new programs to assure the best results. The branch also began to prepare for its annual visit from the Air Force Audit agency. During March, the agency began its audit of the ICF accounts and did not complete its work until December 1984. The findings were basically administrative in nature, but required many man hours to review and correct. The findings prompted a TDY to the headquarters of the Air Force Audit Agency to discuss the procedures and regulations governing the type of findings written by the auditors. During July, SMSgt Sovine performed a TDY trip to review ICF procedures of ICF managers. Many hours were spent

trying to get official release of a new ICF regulation as adopted by the ICF Conference in October 1983. During December, time was spent on the ICF account to prepare for the next audit in 1985.<sup>98</sup>

The months of July, August, and September were busy ones for AFIS/AC staff as they prepared for the fiscal year closeout and setting up for the new fiscal year. Contracts, military interdepartmental purchase requests, AF Forms 616, and other miscellaneous documents were reviewed for accuracy. October was spent preparing new fiscal year documents to organizations worldwide.<sup>99</sup>

In November and December, the staff prepared routine accounting documents and set up new files for the DALASP and Exceptional Analyses programs.<sup>100</sup>

#### COST AND MANAGEMENT ANALYSIS

Throughout the year the staff in the Cost and Management Analysis unit (ACM) were primarily involved in the following areas: the AFIS commanders' Fact Book, AF/IN TDY, AFIS Support Staff resource advisory duties, case studies, economic and cost analyses, the Economics and Efficiencies Program, and the Internal Control and Review Program. Beginning in January the AFIS commander's Fact Book was updated quarterly. For the most part, OPK inputs were timely and the desired information provided. OPRs, as requested by ACM, also began providing narrative comments explaining trends.<sup>101</sup>

By March TSgt Bradley had completed an Intelligence Reserve Information System (IKIS) study and sent it around for coordination. The study compared the cost, the advantages, and the disadvantages of time-sharing to those of two minicomputers. The study concluded that by replacing time-sharing with minicomputers, the result would be an annual savings of between \$36,000 and \$64,000, and enhancement of the systems operational usefulness. Thus it was recommended that AFIS/RE obtain two minicomputers. Finally, the recommendation was approved and put into effect. In June ACM was successful in identifying, validating, and obtaining an additional \$68,000 in TDY funds from the 1947 Headquarters Support Group to support HQ AF/IN FY84 mission requirements.<sup>102</sup>

## ADMINISTRATIVE DIVISION AFIS SPECIAL STAFF

### **MISSION**

The Administrative Division (AFIS/DA) was charged with providing efficient and economic administration management systems, services, resources, and procedures which were essential to the operation and management of Air Force intelligence activities.<sup>103</sup>

### **ORGANIZATION**

Throughout 1984, the Administrative Division continued to consist of four branches: 1) Administrative Communications (DAA), 2) Documentation Management (DAD), 3) Publications Management (DAP), and 4) Systems Management (DAY). Within DAD there existed a Freedom of Information Act Officer (DADF) and within DAP there existed four sections: Command Publications Distribution Center (DAPD), Publications Development Center (DAPE), Forms Management Section (DAPP), and Reprographic Section (DAPR).<sup>104</sup>

### **PERSONNEL**

#### Key Personnel

In August 1984, CMSgt Robert R. O'Toole, who had functioned as the chief of Administration, retired from the Air Force. His position was converted to a major's slot, and filled by Maj. Carol M. Yarc, who had reported in during June against that slot. As of October, the branch chiefs were as follows, TSgt Henderson A. Joseph, DAA, Ms. Susan Cooksey, DAD, MSgt Larry K. Wallace, DAP, and TSgt Deborah G. Groves (DAY).<sup>105</sup>

#### Manning Strength

As of 31 December 1984, the manning strength of the division was as follows:<sup>106</sup>

	<u>AUTHORIZED</u>	<u>ASSIGNED</u>	<u>PERCENT</u>
OFFICER	1	1	100%
ENLISTED	9	9	100%
CIVILIAN	4	2	50%
TOTAL	14	12	86%

## ADMINISTRATIVE COMMUNICATIONS

During 1984, AFIS/DAA issued the following publications:<sup>107</sup>

DA OI 182-2, Express Mail Procedures, 4 Jan 84  
AFISR 100-2, Management of AFIS Telephone Services, 16 Jan 84  
DA OI 100-1, Message Traffic Handling Procedures, 15 Feb 84  
AFIS Sup 1/AFR 10-7, Administrative Orders, 27 Feb 84  
AFIS VA 10-1, Categorical Address List, Jun 84  
AFIS Sup 1/AFR 10-6, AF Standard Functional Address System,  
12 Oct 84

DAA spent \$33,208.90 for metered mail compared to \$35,481.11 in 1983. This savings of \$2,272.21 was directly related to the installation of United Parcel Service (UPS) and the use of consolidated mail services. On 27 June AFIS/DAA established use of the United Parcel Service. By 15 November, this service was fully operational. From 15 November through 31 December, DAA spent \$394.82 for UPS.<sup>108</sup>

On 17 June, DAA started the first consolidated mail service to thirteen bases/APOs. By the end of 1984, it had expanded to thirty-one bases/APOs. On 1 July, DAA implemented the nine-digit ZIP + FOUR established by HQ USAF.<sup>109</sup>

During 1984, DAA processed forty-eight telephone work order requests. On 13 January, it processed requests for services from AFIS/HU/PA to move telephones from Buildings 1917 and 1926 to Building 1920. On 20 April, it received approval to install four class A-1 phone lines for AFSAC SCI facility above the AFIS maximum allowable amount. AFIS/INH received approval to purchase six call directors and cable at a cost of \$1,633. During 1984, installation of underground cable was completed.<sup>110</sup>

## DOCUMENTATION MANAGEMENT

### DM Function

In 1984, with regard to the documentation management (DM) function, HQ USAF eliminated the requirement to maintain statistics on documentation holdings and disposition. As of 1 January 1984, however, there were 1,023 5/12 cubic feet of documentation on hand within AFIS and 1,455 5/12 cubic feet within AFSAC.

Within AFIS, as of 31 December, there were forty-two offices of record. Due to personnel shortages, no staff assistance visits were made to these offices. However, twenty-one

newly submitted file plans were reviewed, brought into compliance with Air Force regulations, and approved for implementation.

On 22 August, AFIS Supplement 1 to AFR 12-50, Disposition of Air Force Documentation, was issued.<sup>111</sup>

#### Privacy Act Function

As of 31 December 1984, AFIS managed 18 separate systems of record affected by the Privacy Act. Counting multiple occurrences of these systems, AFIS maintained a total of 129 systems. The reduction in systems from 1983 was a result of system mergers by HQ USAF.<sup>112</sup>

The following statistics on the activity of the AFIS systems were reported to HQ USAF under RCS DD-A(A&AR)1379:

Access Requests Received: 29

Amendment Requests Received: 0

AFISR 12-2, Automated Personnel Management System, was issued on 14 November 1984. This regulation authorized the automation of certain Privacy Act records maintained by HQ USAF/IN and AFIS.<sup>113</sup>

#### Freedom of Information Act (FOIA) Function

AFIS Supplement 1 to AFR 12-30, Air Force Freedom of Information Act Program, was issued on 24 January 1984.<sup>114</sup>

In 1984, AFIS received sixty-three requests for information under the FOIA. As of 31 December, action was completed on sixty-one of these requests. DA completed action on an additional two requests which were received in 1983. Statistics for the sixty-three requests are compiled below. AFIS/DA received eight appeals to decisions to deny access. Action was completed on these plus an additional fee waiver appeal received in November 1983. These statistics were reported triannually under RCS DD-PA(TRA&A)1365 to HQ USAF.<sup>115</sup>

#### FOIA ACTIONS (1984)

Completed requests: 63

Full or part denials issued: 30

Full releases issued: 12

Cases partly or wholly referred outside AFIS: 24

Cases converted to Privacy Act requests: 1

Cases in which no record could be located: 8

Cases returned for inadequate description: 2

Cases returned for procedure violation: 3  
Cases withdrawn by the requester: 1

#### FOIA APPEALS ACTIONS

Appeals received (1984): 8  
Appeals completed: 9  
Access appeals upheld by the Secretary: 5  
Fee waiver appeals upheld by the Secretary: 1  
Access denials wholly reversed by AFIS: 1  
Access denials partly reversed by the Secretary: 1  
Access appeals withdrawn by requester: 1

#### PUBLICATIONS MANAGEMENT

During 1984, AFIS/DAP published two Air Force regulations:

1. AFR 0-15 (FOUO), "Defense Intelligence Agency (DIA) and Specialized USAF Intelligence Publications," 1 November 84. This was an index of DIA publications directed upon or of interest to the Air Force.<sup>116</sup>

2. AFR 5-3 (U), "Standard Intelligence Publications System," 17 August 84. This established the standard intelligence publications system and administrative policy and procedures, and it implemented DOD Directive 5025.10, 3 February 72.<sup>117</sup>

During March 1984, a special review of the Air Force 200-series publications was performed at the request of HQ USAF/DAP. This review was done to provide the current status of the publications which HQ USAF/IN and AFIS were responsible for. During October 1984, one AFIS periodical was reviewed by the periodical review board. The board recommended continued publication of AFISRP 96-1, MC&G Flyer, and the AFIS commander concurred. AFISRP 200-3, "INSIGHT," was discontinued. The last issue was dated November 1982.<sup>118</sup>

The Bolling Air Force Base Publications Distribution Office (PDO) became the Air Force-wide prototype for PDO automation. The automation of the AFIS Command Publications Distribution Center (CPDC) was expected to take place in June 1985. Two Z-100 computers were ordered from the Zenith Corporation by AFIS/IND. MSgt Wallace and SSgt Covington visited the Bolling PDO in September to receive a briefing from the NCOIC of PDO.<sup>119</sup>

Two pieces of equipment were ordered for the Reprographics Section (Bostitch Model Bronco 7 and Multigraphics Paper Cutter, Model 2020). These acquisitions were expected to save time because reprographics personnel could perform cutting and binding work in-house. Before, the work had to be taken to the field printing plant located on the other side of Fort Belvoir.

Under RCS HAF-DAP(SA&AR)8103, the Reprographics Section reported the following statistics to HQ USAF:

Jobs received: 932  
Originals received: 8,329  
Total units produced: 590,207  
Total sheets collated: 225,398  
Cost: \$28,000

Under the Copier Management Program, 6,047,427 copies were reproduced at a cost of \$158,071. These statistics were reported to HQ USAF/DAPR under RCS/HAF-DAP(A&Q)8104.

During 1984, the Publications Management Branch processed twenty-two AFIS regulations, three AFIS pamphlets, nine AFIS supplements, and ten AF/IN operating instructions. There was one change issued to an existing regulation. Also, there were eight AFIS Visual Aids published of which three were new.

During 1984, the Forms Management Section processed six AFIS command forms and fourteen AFIS office forms.

#### SYSTEMS MANAGEMENT

AFR 4-3, Office Information Systems Management Program, 1 July 1982, was superseded by AFR 700-5, Information Systems Requirement Board, 9 November 1984. AFR 4-3 had required all MAJCOM/SOA commanders to set up an Office Information Systems Management Team. DAY was responsible for setting up this team. However, the new AFR 700-5 placed this responsibility on the command systems information (SI) function.

A total of 110 keyboards were on hand command-wide. Of these, 95 were owned and the remainder were rented. This was taken from the AFIS/AC Equipment Rental/Maintenance Listing dated 13 December 84 for which DAY was on distribution. It was used instead of the AFIS/DAY command inventory listing, because, in most cases, the AC listing was more current than the DAY inventory. During the year, DAY performed sixteen word processing feasibility studies on AFIS and AFSAC activities.

## ISPM PUBLICATION

As the Information Security Program Manager (ISPM) for AFIS activities at Fort Belvoir, AFIS/DA issued an ISPM operating instruction to clarify procedures for confirming an individual's security clearance.<sup>120</sup>

## VEHICLE CONTROL RESPONSIBILITIES

In March 1984, the vehicle operations program formerly managed by AFIS/LGT was turned over to AFIS/DA for management. The responsibilities included:<sup>121</sup>

- A. Scheduling vehicles within AFIS
- B. Insuring proper maintenance was accomplished in a timely manner to assure the quality of the vehicle fleet
- C. Coordinating with Vehicle Operations Branch at Andrews AFB on all actions pertaining to the fleet of vehicles
- D. Attending meetings called by the Vehicle Operations Officer at Andrews
- E. Certifying expenditures for fuels
- F. Investigating vehicle mishaps
- G. Managing the POV parking permits for parking at the Pentagon

**PUBLIC AFFAIRS OFFICE  
AFIS SPECIAL STAFF**

**MISSION**

The Public Affairs Office (AFIS/PA) was responsible to the commander for operating the AFIS public affairs program. This included planning for and managing the internal information, community relations, media relations, and security review programs for AFIS.122

**ORGANIZATION AND PERSONNEL**

The AFIS/PA office consisted of one person, TSgt Barry L. Bahler, who was chief of the office since 12 February 1982.

**FUNCTIONAL ACTIVITIES**

The Intelligencer

During the year, TSgt Bahler continued to publish The Intelligencer, a funded Class II Air Force newspaper, published monthly for personnel of the Air Force Intelligence Service. The 1984 editions were the following:123

<u>MONTH</u>	<u>FEATURE STORY</u>	<u>PAGES</u>
February	Directorate of Security & Communications Management (INS)	12
March	Air Force Special Activities Center (AFSAC)	8
April	Directorate of Joint Services Support (INU)	12
May	Air Force Spouses	4
July	AFIS Picnic 1984	12
September	Comptroller Division (AC)	16
October	Directorate of Intelligence Reserve Forces (RE)	8
December	Directorate of Estimates (INE)	12

Because the ACS/I, Maj. Gen. Pfautz, thought that the May and July issues of The Intelligencer were lacking in substance, the AFIS/PA received some assistance from MSgt Nicholas E. Frasher of the AFIS vice commander's office in scheduling directorates and special offices to contribute feature articles and regular inputs. The ACS/I thought the December issue was "the best ever."<sup>124</sup>

The total fiscal year 1984 costs for The Intelligencer was \$21,163. The total number of copies was 8,400, resulting in a cost of \$2.52 per copy.<sup>125</sup>

#### News Releases and Queries

In 1984, the PA office issued thirty-five hometown news releases, up 15 percent from 1983, and twenty-four news releases, up 20 percent from 1983. There were four media queries handled and five responses to letters from the public.<sup>126</sup>

#### Photographic Support

For the first six months of the year, TSgt Bahler continued to provide photographic support for AF/IN and AFIS activities. These included photographs for The Intelligencer, awards ceremonies, and retirements. TSgt Bahler averaged two duty days per week with photographic chores.<sup>127</sup>

On 21 August, MSgt Frasher issued a letter to AF/IN, AFIS, and AFSAC activities which provided points of contact, other than the AFIS/PA, for photographic support at the Pentagon, Bolling AFB, and Fort Belvoir.<sup>128</sup>

#### Training Activities

TSgt Bahler was TDY from 8 January to 26 February 1984 to attend the Defense Information Public Affairs Supervisors Course, and from 19 August to 15 October, to attend a graduate course in communications at the University of Oklahoma.<sup>129</sup>

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## CHAPTER VII

### AFIS OPERATING LOCATIONS

AF - KIRTLAND AFB, NEW MEXICO  
N - KELLY AFB, TEXAS  
ET - FORT DETRICK, MARYLAND  
F - EGLIN AFB, FLORIDA\*  
S - SUITLAND, MARYLAND\*\*  
M - ALEXANDRIA, VIRGINIA\*\*

\*Disestablished 1 October 1984

\*\*See AF/INY CY1984 Historical Data Record - AF/INY never prepared one.

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AFIS OPERATING LOCATION AF  
AIR FORCE OPERATIONAL TEST CENTER  
KIRTLAND AIR FORCE BASE, NEW MEXICO

MISSION

[REDACTED] The primary mission of AFIS Operating Location AF was to provide the Air Force Operational Test Center (AFOTEC) with intelligence personnel augmentation for dedicated all-source intelligence management and analytical support. The AFOTEC was a separate operating agency headquartered at Kirtland AFB, New Mexico, and was the Air Force's independent test agency responsible for testing and evaluating, under operationally realistic conditions, new systems being developed for Air Force and multiservice use. The commander of AFOTEC reported directly to the chief of staff of the Air Force.<sup>1</sup>

[REDACTED] Subordinate functions of AFIS/OL-AF were the following:<sup>2</sup>

- [REDACTED] Served as liaison between AFOTEC and other intelligence organizations to ensure all-source intelligence support to the AFOTEC mission
- [REDACTED] Assisted in the review of threat assessments/scenarios for adequacy, completeness and applicability
- [REDACTED] Assisted in the review of Threat Environment Descriptions (TEDs) for currency and completeness
- [REDACTED] Identified needs and recommend intelligence support for AFOTEC
- [REDACTED] Assisted AFOTEC in maintaining a collateral intelligence library by identifying appropriate intelligence publications

ORGANIZATION AND MANPOWER

[REDACTED] The OL-AF was a small unit, consisting of three authorized and assigned officers. Lt. Col. Donald N. Walker was the chief, a position he held since 31 March 1981. Also on the staff were Maj. Richard A. Puseman and Capt. Wolfgang Kuhn.<sup>3</sup>

ACTIVITIES

Space Intelligence Conference

[REDACTED] On 12-14 June 1984, AFIS OL-AF hosted the fourth semi-annual Space Intelligence Conference. Attendees represented the intelligence community, the Defense Intelligence Agency, the chief of Naval Operations, and various Air Force commands. The attendees presented briefings for two days and received briefings

from AFOTEC, the Air Force Weapons Laboratory, and the Air Force Space Technology Center on various space systems acquisition efforts and required intelligence support. The conference was an opportunity to present the AFOTEC mission and requirements to space intelligence analysts.<sup>4</sup>

#### Systems Command DI Conference

On 30-31 October, Lt. Col. Walker and Major Puseman attended the 1984 Systems Command DI Conference, Wright-Patterson AFB, Ohio. Several topics of concern to AFIS/OL-AF were discussed, including the AFIS/OL-AF "Threat Document" proposal. For the latter, however, there were no volunteers to maintain or update the status of TARS/TEDS on a continuing basis. By the end of December, Space Division and AFSC/INA sent comments. At the end of the year this project was still pending.<sup>5</sup>

The two OL-AF representatives at the DI Conference also established several points of contact with personnel at the Foreign Technology Division for ongoing AFOTEC projects. They reported that the conference was an excellent forum for working threat issues and relaying AFOTEC's requirements to the rest of the intelligence community.<sup>6</sup>

#### Special Briefing - Intelligence and Acquisition Process

On 31 May, Col. Peter McFarlane, AF/INEG visited AFIS/OL-AF and briefed the AFOTEC commander and staff on the role of intelligence in the acquisition process. The commander strongly endorsed the briefing's theme and urged his staff to assist in ensuring that validated intelligence was used for testing. The OL-AF personnel thought the briefing was beneficial in helping them perform their intelligence mission successfully.<sup>7</sup>

#### Briefings for AFOTEC Commanders

##### Monthly Intelligence Briefing

At the request of Major General Phillips, the commander of AFOTEC, AFIS/OL-AF was to present monthly current intelligence briefings to AFOTEC personnel. Captain Kuhn presented the first briefing on 24 August 1984. Briefings were scheduled for the last week of each month through the end of the year. The general's schedule, however, sometime prevented the briefings from occurring on a regular and uninterrupted basis.<sup>8</sup>

##### Laser Threat Briefing

In November, Capt. David Miller, AF/INET, presented a Soviet Battlefield Laser Threat briefing to the AFOTEC commander

and staff. The briefing was in response to AFOTEC concerns on the laser threat to new weapons systems undergoing development or testing.<sup>9</sup>

## PROJECTS

Throughout the year, AFIS/OL-F worked on or assisted with a variety of research projects, some continuing from 1983, some being completed in 1984, and some continuing on to 1985. The following are some of the significant projects.

### Threat Matrix for GWEN

In January 1984, OL-AF assisted with the preparation of a threat matrix for use in Ground Wave Emergency Network (GWEN) operational test and evaluation planning. The matrix was submitted to AF/IN and approved for the Operational Test Center's use for planning purposes.<sup>10</sup>

### Man in Space Briefing

Also in January, OL-AF arranged for personnel from the Aerospace Medical Division to present a "Man in Space" briefing to over one hundred members of the AFOTEC staff. Because the AFOTEC commander and vice commander were TDY during the briefing, OL-AF staff prepared and presented a back brief for them.<sup>11</sup>

### IADS Study

AFOTEC's XPO office requested assistance from AFIS/OL-AF with an Integrated Air Defense System (IADS) study. OL-AF was asked to determine the amount of available information on a specific threat system for a division slice of a combined arms army. OL-AF was asked to identify names, functions, relationships, critical modes, equipment, and functional descriptions. By March, OL-AF had ordered some documents which were relevant to the AFOTEC questions, but was still working to assemble a bibliography. In November, OL-AF reviewed and coordinated on an AFOTEC statement of need (SON) for an IADS simulator and other related test range improvement requirements. A draft copy was sent to AF/INEG for review of the threat information prior to submission by AFOTEC. Threat documents used in the SON preparation were also reviewed and the bibliography approved.<sup>12</sup>

### MCE Subtask Support

In June, the BDM Corporation contracted to adapt and test a digital model for initial operational test and evaluation of Modular Control Equipment (MCE) in a control and reporting

center configuration. Modeling was required due to the unavailability of equipment in time for field testing. Intelligence support requirements included: 1) review of proposed BDM scenario, 2) review of Mark XV scenarios as a possible substitute, 3) review of the Electronic Systems Division (AFSC/ESD) document used for COMFY CHALLENGE.<sup>13</sup>

In July, OL-AF representatives held several meetings and discussions with AFOTEC test managers and BDM representatives to discuss threat requirements and to update BDM on current documents available. The following month, Captain Kuhn attended a meeting at BDM to review the scenario. OL-AF was concerned with some of the assumptions made by BDM and the use of "generic" threat systems. Captain Kuhn scheduled another meeting with BDM to discuss specific objections, and OL-AF prepared for AFOTEC/XP to document OL-AF concerns. The letter also was sent to AFOTEC/OAYC and TEK. As of September, OL-AF thought that AFOTEC was to reconsider the desirability of or at least the method of modeling for MCE. While AF/IN and OL-AF approval of the scenario was not required, AFOTEC still desired a realistic scenario. OL-AF's objections were taken into account, a new and more acceptable scenario was submitted, and the project was closed in November.<sup>14</sup>

#### MSG Support

In July, AFOTEC/OASD requested answers to Mobile Ground System (MGS) threat questions. AF/IN was asked to update threat estimates against deployed mobile ground terminals in light of recent changes in the deployment strategy, such as changes in time between moves and no camouflage. In September OL-AF responded to questions regarding the physical threat to Defense Support Programs' (DSP) Mobile Ground Systems. Also, a threat matrix was prepared and sent to AF/IN for approval. By September, AFOTEC had no more questions, so OL-AF considered the project over.<sup>15</sup>

In November, AFOTEC/OA initiated a new project on MSG. AFOTEC requested coordination on subtask statements for the BDM Corporation and the EG&G Corporation to perform various portions of MGS location uncertainty testing. OL-AF did not concur with the subtask statements, because it believed requirements could be filled using Department of Defense resources without utilizing contractors. In December, Captain Kuhn visited the Ft. Huachuca Electronic Systems Proving Ground and Bell Technical Operations, Tucson, Arizona, for discussion concerning DSP MGS location uncertainty testing. He learned that the Army could provide testing support for considerably less money than the contractor's proposal. At the end of December, OL-AF and AFOTEC were evaluating the best approach.<sup>16</sup>

### PLSS Jammer/SAM Data

In April, OL-AF supported AFOTEC/TEW by obtaining a detailed broadband jamming threat package to be used in initial operational test and evaluation (OT&E) of Precision Location Strike system (PLSS). Meetings were scheduled between AFOTEC test managers and FTD analysts to clear up problem areas arising during OT&E planning. OL-AF set up methods for AFOTEC and the PLSS Special Products Office (SPO) to receive intelligence products directly from the Strategic Air Command to support test planning activities. In August, AFOTEC/TEW was beginning to receive the intelligence products, and OL-AF was monitoring to determine if the PLSS requirements were being satisfied. By the end of September, the PLSS Jammer/SAM Data had been passed to the PLSS SPO, and OL-AF closed out the project.<sup>17</sup>

### Review of IFFN TOPs

In August, OL-AF reviewed the Test Plan Outlines (TUPs) for the Joint Test of Identification, Friend, Foe, or Neutral (IFFN) and Joint Test of C3 Countermeasures, and it provided AF/INYW concurrence with the plan as written.<sup>18</sup>

### JTIDS Threat Support

In January, the AFOTEC office of primary responsibility (OPR) for the Joint Tactical Information Distribution System (JTIDS) notified OL-AF that the OPR intended to use Radioelectronic Vulnerability Analysis (RVAN) methodology during testing. This involved attempting to interfere with the system based upon the OPR's knowledge of it. In February, the project was placed on "hold" pending discussions between the AFOTEC staff and AFIS/OL-AF to determine what the "real" intelligence requirements were in light of this new strategy.<sup>19</sup>

The RVAN methodology required intense coordination efforts on the part of OL-AF and AFIS/INEG to ensure realistic scenario efforts on the part of OL-AF and AFIS/INEG to ensure realistic scenario and threat data development. They both closely monitored JTIDS OT&E efforts to ensure that accurate threat information was available as needed. Information was provided to AFOTEC/XP on the hardness and facilities of several RED airfields. This project also required extensive research and detailed answers and was satisfied after a trip to Lowry AFB, Colorado, and subsequent research at the Armed Forces Air Intelligence Training Center Library.<sup>20</sup>

In October, OL-AF received a request to validate projected aggressor tactics for an upcoming portion of a JTIDS

test. Information was to be provided to INEG with follow-up formal request for approval of actual data.<sup>21</sup>

Also, Major Puseman attended the JTIDS Electronic Warfare Subgroup meeting at Eglin AFb, 29 November. The prime thrust of the meeting was to seek agreement on threat scenarios to be submitted for Army and Air Force approval. By the end of the year, all AFOTEC/UA threat scenario questions were informally answered. The formal response was to be incorporated with the AF/INEG response to the MITRE scenario. The test community was to have inputs in time for the test planning working group to meet in late January.<sup>22</sup>

#### JTFP Evaluations

With regard to the Joint Tactical Fusion Program (JTFP), the Ft. Hood LOCE Test Team training was completed in February. The evaluation in Europe was to be done in two phases: 1) using the Army's Tactical Simulation to emulate system loading during a crisis period or war and 2) evaluate real world peacetime operations. The remote terminal for the Tactical Simulation was to be in place prior to the test in support of European Spring exercises. In March, Major Puseman went to Ramstein Afb Base, Germany, as a member of the AFOTEC JTFP Test Team. During the OT&E effort, he monitored operations at the Ramstein AB Combat Operations Intelligence Center. Phase I OT&E objectives were limited because of problems with the Army's Tactical Simulator which was being used to generate scenario inputs. The majority of Phase II goals were met, with several equipment and operational improvements suggested by the exercise participants. The final detailed report was to be published in June or July, and no further AFIS support was needed.<sup>23</sup>

#### Computer System Security OT&E

In May, OL-AF provided the appropriate AFOTEC office of primary responsibility all available threat data found and the DIA manual describing test plan requirements for computer system security OT&E. As of May, all available information had been passed to AFOTEC and the project closed.<sup>24</sup>

#### SAM Operator Tactics

In January, OL-AF received a request for SAM operator tactics, and OL-AF sent a message to another AFIS operating location, OL-N, requesting the information, specific, SAM operating tactics and operating procedures during an antiradiation missile (ARM) attack. The project was more involved than initially anticipated, but the requested information seemed to be available and OL-N and OL-AF were working on it through February.

By May, the data provided was helpful, but not sufficient. By the end of the year, the AFIS/OL-N package had been sent, and the project was pending.<sup>25</sup>

#### Support for Simulator Requirements

In February, AFOTEC/XPQ requested that OL-AF provide definition support for simulator requirements, specifically, information on production, deployment, function, and numbers for three specific threat systems in support of simulator requirements. In March, AFOTEC was preparing a statement of need (SON) for the range improvement program and desired threat information which OL-AF was working. In October, OL-AF personnel discussed tasking with FTD/SDER and FTD/TQC and ordered a current C3 document which provided some of AFOTEC requested information, but the remaining requirements were not expected to be known until comprehensive discussions between AFIS OL-AF and AFOTEC/XPQ were held and available data reviewed. In December, OL-AF was still awaiting the C3 document from FTD and the whole project was ongoing.<sup>26</sup>



#### IR GBU Support

In September, OL-AF began working on a project on Infra Red (IR) Guided Bomb Unit (GBU)-15 support. The test director requested assistance in evaluating intelligence support materials he was using in a test. In November, Major Puseman held lengthy discussions with testers at Eglin AFB concerning overall GBU-15 requirements and information availability. Answers to the test team were critical inputs to the final report and were expected to affect production decisions. In December, Major Puseman talked with several analysts and project officers during a trip to Washington, DC. Several test team questions were answered and points of contact established. A few areas of concern remained unanswered at year's end.<sup>28</sup>

### Documents for AFOTEC/OAH

In November, Lt. Col. Luciani of the newly formed AEROMED Life Support Systems Division (AFOTEC/OAH) established contact with OL-AF so his division could receive current information on developments in the medical field. OL-AF talked with FTD/TQTR, which agreed to screen all related documents and send appropriate information to AFOTEC. At the end of December, OL-AF had received a listing of documents AFOTEC/OAH required for its reference library. OL-AF coordinated with AFWL on the list, because some documents required SSO handling. OL-AF was still awaiting the listing of specific subject areas for FTD screening.<sup>29</sup>

### Laser Parameters Request

In August, OL-AF requested that FTD provide parametric data for various lasers for Low Level Laser Guided Bomb (LLLGB) vulnerability study. FTD responded quickly and completely, and OL-AF was able to close out the project.<sup>30</sup>

### IR Maverick OT&E Support

In February, OL-AF provided support for scenario development for the Infra Red (IR) Maverick Air-to-Ground Missile (AGM)-65 final operational test and evaluation effort. AFOTEC required scenarios based on real target area terrain features. Extensive coordination between OL-AF, AFOTEC, and AF/INEG resulted in enough detail to satisfy AFOTEC requirements.<sup>31</sup>

Throughout the year, OL-AF assisted with and waited for the final publication of lessons learned in Grenada in 1983. The Army had the required information. In December, the report was undergoing final review before distribution.<sup>32</sup>

AFIS OPERATING LOCATION N  
AIR FORCE ELECTRONIC WARFARE CENTER  
KELLY AIR FORCE BASE, SAN ANTONIO, TEXAS

MISSION

█████ By direction of the assistant chief of staff for intelligence (ACS/I), AFIS Operating Location (OL) N was responsible for the following:<sup>33</sup>

- █████ 1. Ensuring that intelligence collection requirements regarding Communist doctrine, concepts, tactics, and techniques for electronic countermeasures (ECM) were current, complete, and filed with the appropriate agency.
- █████ 2. Acquiring, analyzing, and assessing current and projected Communist ECM doctrine and tactics and the capabilities to apply the doctrine and tactics
- █████ 3. Evaluating the projected deployment and employment of new or modified Communist ECM systems to determine the threat to U.S. systems under development or currently in the field.
- █████ 4. Producing finished intelligence scenarios and estimates concerning current and projected Communist ECM doctrine and tactics.
- █████ 5. Providing management assistance to producers and users of the USAF Electronic Combat Intelligence Support Data Base and to agencies involved in development and operation of reprogrammable EC equipment.

OL-N developed products such as threat assessments, scenarios, analyses, and estimates from all-source<sup>34</sup> data regarding Communist ECM tactics, doctrine, concepts of operation, deployment and employment techniques, technical characteristics, capabilities for electronic counter-countermeasures (ECCM), and related command and control systems.

Functional Statement

█████ The AFIS/OL-N operated in association with the Air Force Electronic Warfare Center (AFEWC), a direct reporting unit of the Electronic Security Command, collocated with the command's headquarters at Kelly AFB, San Antonio, Texas. The AFEWC provided electronic warfare analysis and support to Air Force elements. In

conjunction with AFEWC the OL-N functional statement was as follows:<sup>34</sup>

■ 1. OL-N provided intelligence personnel for dedicated all-source intelligence management and analytical support to the AFEWC's electronic warfare (EW) mission.

■ 2. OL-N insured that information from operational documentation reports having direct impact on both Air Force and Department of Defense intelligence positions were provided to the appropriate agencies within the intelligence community. It acted as the AFEWC's liaison unit with the military services and DOD and national intelligence organizations.

■ 3. OL-N identified needs and provided preliminary documentation to support decompartmental action of intelligence data to be released in support of AFEWC EW activities and responsibilities. In support of the AFEWC "EW Flagging" concept, it initiated any follow-up actions required to confirm threat/parametric changes.

■ 4. OL-N established and maintained procedures for resolution of critical intelligence issues which affected the AFEWC mission. In conjunction with the AFEWC Threat System Division, it maintained a library of EW related threat information and performed other EW intelligence support activities as required by the Air Force Intelligence Service.

#### ORGANIZATION AND PERSONNEL

■ AFIS/OL-N continued to function with two primary divisions: Threat Analysis Division and the Electronic Combat Intelligence Programs Division. There was also an Administrative Division within the organizational structure.<sup>35</sup>

■ As of 31 December 1984, the manning strength of OL-N was as follows:<sup>36</sup>

	<u>AUTHORIZED</u>	<u>ASSIGNED</u>	<u>PERCENT</u>
OFFICERS	10	11	110%
ENLISTED	5	5	100%
CIVILIANS	4	4	100%
TOTAL	19	20	105%

The key personnel for 1984 were as follows:<sup>37</sup>

<u>POSITION</u>	<u>NAME AND RANK</u>	<u>FROM</u>	<u>TO</u>
Chief	Col. Clinton M. Glenny	15 Aug 81	1 Aug 84
Chief	Col. Philip D. Carlson	27 Jul 84	to present
Deputy Chief	Lt. Col. Wayne D. Hardell	16 May 79	to present
Chief, EW Threat Analysis Division	Maj. David P. Enloe	28 May 82	to present
Chief, EC Intelligence Programs Division	Maj. Earl A. Webb	1 Oct 80	to present

#### THREAT ANALYSIS

The Threat Analysis Division provided tailored intelligence assessments and information in support of the Air Force Electronic Warfare Center.

Other major efforts included:

support to the Radio Electronic Combat Vulnerabilities Analysis program.<sup>38</sup>

The following information presents a select cross section of the [redacted] projects the Threat Analysis Division completed in 1984.<sup>39</sup>

ECM/RWR Evaluation for the F/EF/FB-111 AFIS OL-N prepared a study of Soviet Surface to Air Missiles (SAMs), Airborne Interceptors (AIs) and Self Propelled Antiaircraft Artillery (SPAA) threats to the EF/F/FB-111.

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Deleted per S U.S.C. 552(b)(1)

[REDACTED] OL-N derived its information from numerous DIA and FTD documents and some FTD initial system assessments. This project was tasked by AFEWC/SA for HQ USAF/RDP/RDQ. 40

Threat to Airborne Radar Jamming System

[REDACTED] An additional tasking was to provide them a depiction of Soviet employment/deployment of weapons across a "typical front".

Parametric Data for Selected Threat Systems Threat Analysis Division provided various parametric data on selected Soviet [REDACTED] systems.

Soviet Groundbased Jammers In the spring OL-N was given a copy of an in-house groundbased jammer document produced by ESC as a quick reference for their analysts. Upon mutual agreement with ESC, the Threat Analysis Division reviewed and wrote the document again using Air Force/DIA validated information, citing sources used. The document was revised by the division to contain accurate and current sources. AFIS OL-N provided a copy to ESC for their use.<sup>43</sup>

Airborne Electronic Warfare Within Soviet Frontal Aviation (FA) AFIS OL-N provided draft copies of this document to HQ USAF/INEG/INW and FTD/SDEC on 27 July 1984. Comments were received from FTD in the form of a corrected draft copy of the document in late October, and comments from HQ USAF/INEG were received in mid-November. The document was to be revised in accordance with written and verbal comments.<sup>44</sup>

AFEWC Technical Review Board Mrs. Emma L. Luke became a permanent member of the Air Force Electronic Warfare Center's Technical Review Board (TRB), composed of the deputy director AFEWC/SA (TRB chairman), senior representatives of AFEWC/CB, ES, and EW, the AFEWC/SA division chief, and an AFIS OL-N representative. This board reviewed and approved approaches to studies and analytic tasks, validated the methodology used, and coordinated the final report.<sup>45</sup>

[REDACTED] Electronic Combat (EC) Equipment Capabilities This AFEMC study, DH 1-84, was an ongoing project that provided a qualitative, repeatable process for assessing the electronic combat (EC) capability of Air Force assets. AFIS OL-N provided detailed, valid data concerning Soviet land and air threats in the radio frequency (RF) and infrared (IR) ranges. Future analysis included work on communications, command and control counter-measures (C3CM) degradation, support jamming, and naval and Third World operations.

[REDACTED] The major DH 1-84 taskings in 1984 were:<sup>46</sup>

[REDACTED]

[REDACTED] Soviet Tactical Air Defense C3 This AFIS OL-N study, 85-1 was stimulated by an AFEMC/EW (SIMVAL) requirement for data on the Soviet Integrated Air Defense System (IADS). The document discussed the integration of the various elements associated with an air defense system. Emphasis was placed on the command, control, and communications equipment and links for AAA, SAM, surveillance radars, and interceptor aircraft. A letter of 17 December 1984 with Air Force concurrence and validation was sent to OL-N. Publication of 85-1 was expected to occur during the second quarter of fiscal year 1985.<sup>47</sup>

#### EC INTELLIGENCE PROGRAMS

[REDACTED] The Electronic Combat (EC) Intelligence Programs Division was actively involved in 1) intelligence support to electronic warfare (EW) reprogramming and 2) EW and communications, command and control countermeasures (C3CM) systems development. A major effort was devoted to developing, writing, and coordinating the intelligence play in the HQ USAF-directed worldwide SERENE BYTE 84-1 Exercise. AFIS OL-N personnel went TDY to various locations to support and control the exercise.

[REDACTED]

[REDACTED] Analysis requests generated by information contained in the Audit Data Base were sent to the appropriate Scientific and Technical (S&TI) Centers for analysis. The Programs Division also held analyst-to-analyst exchanges in 1984 between S&TI analysts and the MAJCOM EW

reprogramming engineers and analysts concerning the EWIR Data base and the EW reprogramming process. Finally, the Programs Division initiated several programs to determine the applicability to EW reprogramming to systems currently being developed.<sup>48</sup>

The following information discusses the significant activities of the EC Intelligence Programs Division during the year 49.

USAF C3CM Support Data Base AFIS OL-N was very involved in the program development of the USAF C3CM Support Data Base. The Programs Division worked with personnel from the 41st Electronic Combat Squadron (ECS) on requirements they had for all personnel to receive data base training.

personnel to receive data base training throughout the year. The division participated in various L3CM Support Data Base conferences and meetings.

In connection with the data base, the division also did the following: 50

- a. Worked with USAF/INYW to satisfy a 41st ECS requirement for data base training for 41st ECS personnel

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- f. Attended various data base users conferences and meetings.

[REDACTED] Intelligence Support to COMPASS CALL AFIS OL-N worked in areas for the intelligence support to COMPASS CALL. The Programs Division

ensure that COMPASS CALL training requirements were met.

- Specifically, the division did the following:<sup>51</sup>

2. Worked [REDACTED] to ensure that COMPASS CALL training requirements were met to the satisfaction of all concerned.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

MSgt James M. Courtois was working with HQ ESC/ADSE on a software package which would allow automatic matching of signal parameters against EWIR, with a transfer of this information automatically into the ADB.

[REDACTED]

Integrated Electronic Warfare System THE INEWS program was a joint Air Force and Navy program designed to produce an integrated electronic warfare system for combat aircraft of the 1990s.

[REDACTED]

Also, an INEWS Joint Threat Coordinating Committee was established to identify a common INEWS Threat Data Base for use in system development. AFIS OL-N was a

member of this committee and provided guidance for intelligence support.<sup>53</sup>

ECCM Working Group The Electronic Counter-Counter-measures Working Group was the Air Force's focal point designed to manage ECCM enhancements for current and future USAF aircraft radars and missiles. Three subgroups were formed to address planning, engineering and intelligence. These subgroups were chaired by AF/XUEO, AF/RDQ-1, and AF/INYW respectively. The Intelligence Subgroup (IS/ECCMWG) was the USAF focal point for intelligence support for the ECCM development and reprogramming effort. As a member of this subgroup, AFIS OL-N provided guidance for intelligence support.<sup>54</sup>

#### WORLDWIDE SERENE BYTE EXERCISE

accordance with AFR 55-90, "Electronic Warfare Policy." HQ USAF tasked the Air Force Electronic Warfare Center to conduct worldwide exercises of the process. HQ USAF/INYW/XUEO tasked AFIS OL-N to provide intelligence support to these exercises.

HQ USAF/XUEO/INY tasked AFIS OL-N in July 1983 to be the office of collateral responsibility for intelligence play in WWSBE 84-1.

AFIS OL-N worked directly with the major commands and applicable unified commands developing the exercise plans and tasking. The air components exercised intelligence inputs reflecting new EW intelligence support changes to their Oplans. Overall their inputs were greatly improved over WWSBE 83-1 and were expected to contribute greatly to documenting EW wartime intelligence support requirements.

[REDACTED] This was done to more accurately exercise the war tasking process and resulted in the unified commands getting a greater understanding of their air components EW intelligence support requirements. The coordination and tasking of the WWSBE 84-1 requirements resulted in unified commands' efforts to develop their own EW intelligence support programs. Their air component's requirements set the baseline for these efforts.<sup>57</sup>

[REDACTED]

[REDACTED]

[REDACTED] EC,  
the  
eat

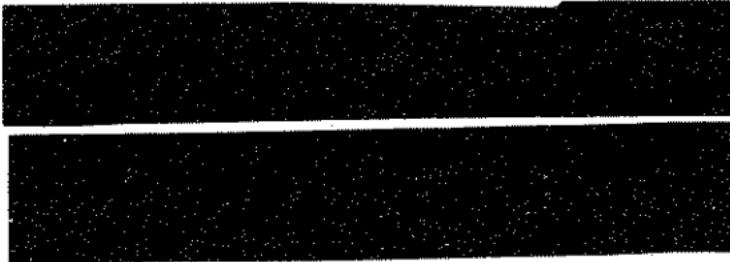
[REDACTED] There was considerable intelligence operations play and interface at the squadron and wing levels. Crew debriefings were improved, more complete, and provided much more data to the air component fusion cell. Most GALLANT EAGLE 84 air component EOB data resulted from these crew debriefing reports.<sup>60</sup>

[REDACTED]

[REDACTED]

[REDACTED] As a result of WWSBE 83, AFIS OL-N standardized EW intelligence support and reprogramming message titles. In WWSBE 84-1, this standardization of message titles permitted the use of automated message handling equipment to prioritize messages and warn the intelligence or EW analyst that a message needing immediate action had arrived. This procedure speeded data flow since the analyst did not have to identify data by sorting through stacks of messages.<sup>62</sup>

[REDACTED] AFIS OL-N and AFEWC/EWO developed a computer automated capability for scripting WWSBE 84-1 exercise ELINT messages. Although last minute exercise data changes did affect this program, the players praised the WWSBE 84 scripted messages as being more realistic, contributing significantly to the exercise.



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AFIS OPERATING LOCATION ET  
ARMED FORCES MEDICAL INTELLIGENCE CENTER  
FORT DETRICK, MARYLAND

MISSION

[REDACTED] The AFIS Operating Location ET, established in 1983, was attached to the Armed Forces Medical Intelligence Center (AFMIC), which was located at Fort Detrick, Frederick, Maryland, and which had the sole responsibility in the Department of Defense for the production of required general medical intelligence (GMI) and scientific and technical intelligence (S&TI). GMI was that medical intelligence which resulted from the collection, evaluation, analysis, and interpretation of current foreign information on physical and mental health, sanitation, epidemiology, environmental factors, and military and civilian medical capabilities. S&TI was that medical intelligence which resulted from the collection, evaluation, analysis, and interpretation of foreign scientific and technical information, to include developments in basic and applied research including the life, biomedical, behavioral, social, and engineering science. AFMIC also administered the foreign medical material exploitation program.<sup>66</sup>

ORGANIZATION AND PERSONNEL

[REDACTED] Operating Location ET, consisted of two Air Force officers, Maj. Richard W. Bloom, clinical psychologist (AFSC 9186) and Capt. Robert C. Downs, physicist, (AFSC 2635). They were assigned to both AFMIC and AF/INET.<sup>67</sup>

ACTIVITIES

[REDACTED] One of the major projects the OL-ET staff worked on during the year was the writing and coordinating of the revised draft of Air Force Regulation 200-3, "Medical Intelligence in Support of Operations, Planning, and Research." Within the regulation, responsibilities were delineated for the ACS/I, surgeon general, major commands, and Air Force Systems Command. At year's end, the draft was still undergoing review.<sup>68</sup>

Clinical Psychology-Selected Activities

[REDACTED] In connection with the clinical psychology areas of research, OL-ET accomplished numerous activities during its first full year of operation. Major Bloom was involved with the following selected activities:<sup>69</sup>

[REDACTED] Wrote approximately eighty medical intelligence

wires which were approved for dissemination. The topics covered military drug abuse, psychological warfare, interrogation, psychopharmacological enhancement of military performance, cosmonaut psychology, psychometric approaches to military selection, combat psychiatry, psychological analyses of politico-military decisionmaking, and deception planning and detection.

■ Wrote a study on foreign psychological warfare for the U.S. Army's Foreign Science and Technology Center's Army Scientific and Technical Intelligence Bulletin (ASTIB).

■ Provided briefings to the USAF Special Operations School supporting its regular courses on psychological operations (Joint Psychological Operations Course) and crisis response management (Joint Crisis Response Management Workshop). The latter dealt with psychological phenomena affecting military and politico-military crisis behavior and techniques to shape these phenomena for optimal crisis management.

■ Briefed the deputy under secretary of defense for policy on the scientific basis of psychological operations/warfare and applications--including counterterrorism--during the 1st Worldwide PSYOP Conference.

■ Led an interagency working group on psychological operations/warfare and applications to counterterrorism. Wrote a point paper on the working group's findings and presented it to representatives of the special advisory group of the deputy under secretary of defense for policy.

■ Became a member and consultant to the Director of Central Intelligence SECOM working group on behavioral sciences directed towards the human element in national security. . . . Applications included decreasing incidence and prevalence of espionage, and involuntary and voluntary security violations. Made a presentation to the working group on these topics.

■ Provided training and consultation to security adjudicators of AFIS/INSB and provided briefing for the recent Worldwide Meeting of USAF adjudicators. Also provided quarterly training for interagency groups of adjudicators.

■ Provided behavioral advice to interagency staff (NSA, OSI, FBI, CIA) for selecting military personnel for missions of very high sensitivity affecting national security.

█ Wrote and presented the weekly USAF Medical Blackbook to the AF/SG and staff. Co-coordinated the change in format to monthly briefings and presented several of these briefings.

█ Briefed the AF/SG and senior staff on psychological applications to counterterrorism.

█ Consulted for and briefed interagency groups on military deception.

█ Provided scientific critiques and input for DOD and USAF draft Psychological Operations master plans.

█ Provided liaison intelligence services aiding USAF medical readiness staff estimates of military medical requirements for the next twenty years.

█ Led all-day working group and symposium (involving FBI, SOI, USAF behavioral scientists) on Psychology of Terrorism at the annual USAF Behavioral Sciences Symposium, sponsored by the Air Training Command.

#### Medical Physics-Selected Activities

█ DL-ET also accomplished numerous activities in connection with physics as applied to the medical intelligence field. Captain Downs was involved with the following selected activities:<sup>70</sup>

█ Presented weekly Medical Blackbook to the Air Force surgeon general and his senior staff from January to September 1984. Coordinated a change in format for the Blackbook to comply with SG request for monthly briefing rather than the written text. Monthly current medical intelligence briefings were presented in October, November, and December 1984. \*

█ Authored Defense Intelligence Agency study entitled "Biological Effects of Nonionizing Electromagnetic Radiation -Eurasian Communist Countries (Radiowaves and Microwaves) (U)." This study was a major analytical effort requiring several hundred manhours of work to complete. It analyzed foreign research on biological effects of nonionizing electromagnetic radiation (NIEMR), foreign safety standards for NIEMR exposure, and the potential for antipersonnel exploitation of NIEMR.

█ Was an AFMIC member of two sub-committees of the Scientific and Technical Intelligence Committee -- the

Scientific and Technical Therma Applications Group (STTAG) and the Multispectral/Laser Applications Group (MSLAG).

■ Responded to nineteen Quick Response Tasks from various Defense Department agencies.

■ Wrote twelve AFMIC Weekly Wire items, seven on laser applications, four on NIEMR applications, and one on space medicine. One item, entitled "Antipersonnel Laser Deployment (U)," generated interest among intelligence consumers and was used as a Current Intelligence report in the Army "Blackbook" and the Air Force "Blueline." This item was briefed (with analyst support) to AF/INET, AF/IN, and the Air Staff. It was also briefed by the analyst to MG Lamberson (OUSDRE).

■ Developed and presented "Antipersonnel Radiowave Threat" briefing on an expanded Defense Intelligence Agency (DIA) speaking circuit. In addition to the five regular audiences (DIA-DT, Defense Advanced Research Projects Agency, National Security Council staff, and two Pentagon staff briefings), the briefing was also presented to: Dr. Keyworth, the president's advisor on Science and Technology; the President's Foreign Intelligence Advisory Board (PFIAB); the Subcommittee on Counterterrorism; the deputy commander of the U.S. Army Intelligence Agency; the commander of the U.S. Army Medical Research and Development Command; and staff personnel of the Naval Intelligence Support Command (NISC). On other occasions, the briefing was presented to the Triservice Electromagnetic Radiation Panel, the High Power Microwave Weapon Concept Definition meeting, and to staff personnel of the Los Alamos National Laboratory, the Air Force Space Command, and the Uniformed Services University of Health Sciences.

■ Developed and presented "Antipersonnel Laser Threat" briefing at the Sixth Annual Lasers on the Modern Battlefield Conference, held at Letterman Army Institute of Research, San Francisco, California. This briefing was also presented to the Triservice Meeting on Laser Bioeffects at Brooks AFB, Texas; the Triservice Meeting on Laser Eye Protection for Aircrew Members at WPAFSB, Ohio; the November meeting of the Joint Logistical Commanders Panel on Battlefield Lasers; and staff personnel of the U.S. Army Armament Research and Development Command, U.S. Army Detachment O, DIA-DTSA, and the U.S. Army Environmental Hygiene Agency.

■ Developed and presented Antipersonnel Directed Energy Weapons Threat briefing for presentation to the

commander and staff of the Air Force Operational Test and Evaluation Center, the Air Force Weapons Laboratory, and the scientific advisor to the U.S. Army assistant chief of staff for intelligence.

■ Developed and presented a briefing entitled "Survey of Programs to Enforce Microwave Safety Standards" to the annual meeting of the Bioelectromagnetics Society in Atlanta, Georgia, and to the Symposium on Electromagnetic Field Measurements for Hazard Assessment sponsored by the Environmental Protection Agency in Las Vegas, Nevada.

■ Presented a briefing on the organization and role of AFMIC to staff personnel of the Aerospace Medical Research Laboratory, the Aerospace Medical Division, the Foreign Technology Division, the Air Force Space Division, the Air Force Institute of Technology, the Air Force Special Activities Center, the Air Force Operational Test and Evaluation Center, the Air Force Inspection and Safety Center, Headquarters Air Force Logistics Command, Headquarters Air Training Command, Headquarters Air Force Systems Command, Headquarters Air Force Space Command, the Los Alamos Force Systems Command, Headquarters Air Force Space Intelligence Conference held at Kirtland AFB, New Mexico, in June 1984.

■ Prepared the AFMIC input to "Nonionizing Electromagnetic Radiation Threat Statement" being written by the Los Alamos National Laboratory at the request of the U.S. Army Intelligence and Threat Analysis Center (ITAC).

■ Prepared talking paper on Medical Facilities Intelligence for Brig. Gen. Sloan, the director of the Directorate of Medical Plans and Resources (SGHR), Office of the Surgeon General. The briefing was used at a meeting of the Air Force command surgeons general.

■ With Major Bloom, prepared AFMIC response to AF surgeon general inquiry on AFMIC support of Air Force medical intelligence requirements. Assisted SGHR staff in preparation of Intelligence Production Requirements (IPRs) to formally express Air Force medical intelligence needs.

■ At the request of Dr. B. Smith, the scientific advisor to the U.S. Army assistant chief of staff for intelligence, participated in a U.S. Army Laser Threat Evaluation meeting.

■ Provided input to the Department of the Navy concerning development of laser countermeasure requirements.

Presented briefings on Air Force participation in AFMIC and on the Antipersonnel Laser Threat to participants in the third class of the course entitled "Introduction to Armed Forces Medical Intelligence."

AFIS OPERATING LOCATION OL-F  
AIR FORCE TACTICAL AIR WARFARE CENTER  
EGLIN AIR FORCE BASE, FLORIDA

**MISSION**

[redacted] The primary mission of Operating Location F was to provide all source intelligence for electronic warfare and C3 countermeasures to the USAF Tactical Air Warfare Center (TAWC), headquartered at Eglin AFB, Florida. The TAWC was responsible for all aspects of electronic combat activities and provided training and evaluation of C3I assets through Blue Flag exercises, which provided real-time C3 training for battle staff personnel in realistic NATO, Korean, and Southwest Asian scenarios. AFIS OL-F worked directly for AF/IN/YW and assisted the TAWC staff in the analysis and use of all-source threat data which affected the TAWC mission.<sup>71</sup>

**AFIS OL-F ABOLISHED**

[redacted] Effective 1 October 1984, the functions and resources of the AFIS OL-F were transferred to USAFTAWC. In essence then, AFIS OL-F was abolished.<sup>72</sup>

[redacted] The ACS/I, Major General Pfautz, explained the reason for the transfer to the commander of the Tactical Air Command;<sup>73</sup>

[redacted] 1. A 1979 Memorandum of Agreement (MOA) between AF/IN and TAC/CC established an AF/IN sponsored Electronic Warfare Operating Location (EWOL), collocated with TAWC, to augment and support TAWC's responsibilities for conduct of the Air Force tactical electronic warfare mission. As provided for in the original MOA, the EWOL personnel were to be administratively assigned to AF/IN through AFIS until such time as release of personnel and billets to TAC may be effected. The events described below suggest that this may be an appropriate time to follow through on the transfer of these assets to TAC.

[redacted] 2. An arbitrary manpower reduction levied against our AFIS support element and the drawdown of AF/IN's management headquarters, caused us to undertake numerous initiatives to free up manpower and to decentralize selected intelligence support activities. The AF/IN sponsored EWOLs are among the activities directly affected. With specific regard to the OL at Eglin, we believe it can be abolished and the functions transferred without any degradation of mission. There are eight AFIS billets in the EWOL, plus one TAWC slot, and we propose all positions and personnel transfer to TAC for integration within the TAWC/IN staff if you

agree, our respective staffs can work out the necessary details for an FY85 implementation. Request your comments and concurrence.

■ In response, General W. L. Creech, the commander of TAC, stated the following:<sup>74</sup>

I fully concur with your proposal to transfer assets from AFIS OL-F to the Tactical Air Warfare Center (TAWC). The OL's support over the past five years has contributed significantly to our successes in the Tactical Electronic Warfare arena, and we look forward to the integration of this support into the TAWC Intelligence staff.

As a result of TAC's concurrence, the transfer occurred as planned. With manpower considerations, AF/MPP adjusted HAF manpower files for three officers, three enlisted, and two civilians. Seven intelligence individual mobilization augmentees, reservists, dedicated to AFIS OL-F were also transferred on the AFIS centrally managed file to TAC effective fiscal year 1/85.<sup>75</sup>

■ The ACS/I's organization study team, headed by Major General John Patton, USAFR (Retired), had recommended the abolition of OL-F. The Patton study stated the following:

■ **VIEW OF PARENT COMMAND/COMMANDER:** General Swalm, TAWC/CC, voiced his opinion by saying he thought there should be two options concerning the future of OL-F. The first option was to leave as is; the second was to "give him the billets" so he could ensure the function was left as is. Col. Herrman, TAWC/IN, believed the support provided by the OL was vital, but he believed as long as he was given the billets, the situation was workable. His primary concern, echoed by General Swalm, was that if the OL ceased to function, TAC/DP may not chop all of the billets back to TAWC, as so agreed in the MOA. He was also concerned about the loss of the "Washington in" with MPC, and with TAC as the new people broker, TAWC/IN would not be able to continue the type of selective manning it has enjoyed under the OL umbrella.

■ **VIEW OF OL COMMANDER:** Very proud of the work his unit accomplishes. Knows his outfit is held in high esteem and believes justly so. Acknowledges the unit does much more work for TAC and TAWC than for Air Staff. Believes function(s) should continue. Would prefer AFIS tether, but work well in TAWC/IN.

RECOMMENDATION: This OL should be abolished. The function should remain at Eglin. When the billets are transferred to TAC, it should be strongly recommended that the billets and function remain in toto at TAWC/IN, per the spirit of the agreement between General Creech and General Brown.

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<sup>1</sup>For a detailed statement of the AFIS mission see AFR 23-45 (U), "Air Force Intelligence Service (AFIS)," 10 Jun 74, SD 1.

<sup>2</sup>Ibid.

<sup>3</sup>Ibid.

<sup>4</sup>ACSI was pronounced AKSE.

<sup>5</sup>Organization Chart (U), Office of the Assistant Chief of Staff, Intelligence, AFISVA 11-2, 1 Apr 84, SD 2.

<sup>6</sup>DACSI was pronounced DAKSE.

<sup>7</sup>Briefing Paper (U), AFIS/MO, "Manpower and Organization," 16 Aug 85, SD 3.

<sup>8</sup>Ibid.

<sup>9</sup>Briefing Paper (U), AFIS/AC, "Comptroller," 16 Aug 85, SD 4.

<sup>10</sup>Ibid.

<sup>11</sup>Ltr (U), AF/IN to all AF/IN-AFIS Elements, "Air Force Intelligence Service Management Survey," 7 Feb 84, SD 5.

<sup>12</sup>Ibid; Briefing (U), Maj Gen Patton, USAF/IN(SA), 2 Nov 84.

<sup>13</sup>Briefing (U), Maj Patton, USAF/IN(SA), 2 Nov 84.

<sup>14</sup>Staff Summary Sheet (U) w. 3 Atch (U), AFIS/MO to AFIS/INS, "Dual-Hatting of Key Security and Communications Management Positions," 20 Sep 84, SD 6.

<sup>15</sup>Ibid.

<sup>16</sup>Staff Summary Sheet (U) w. 2 Atch (U), AFIS/MO to AFIS/CV et al, "Request to Change AF/IN-AFIS Command Relationships," 15 Nov 84, SD 7.

<sup>17-18</sup>Ibid.

<sup>19</sup>Ltr (U), w. 2 Atch (U), AF/IN to All AF/IN and AFIS Elements, "Organizational Changes to AF/IN and AFIS," 19 Nov 84, SD 8.

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20Briefing Notes (U), AFIS Historian, Nov-Dec 1984.

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22Oral History Intv (U), AFIS Historian w. Col. William B. Sherman, former AFIS/CV, 23 Jan 85, files of AFIS/HO.

23Ibid.

24Ltr (U), AFIS/INH to AFIS/CV, "AFIS-AF/IN Reorganization," 5 Dec 84, SD 9. See also Memo (U), AFIS/INH to AF/INR, "Staff Summary Sheet on AF/IN Force Management," 17 Jan 84, SD 10; Ltr (U), AFIS/INH to AFIS/CV FY85 SOA Manpower Reduction (AFIS/CV Ltr, 11 December 1984)," 18 Dec 84, SD 11.

25Oral History Intvw (U), AFIS Historian w. Col. William B. Sherman, former AFIS/CV, 23 Jan 85, files of AFIS/HO. See also RE's position on the FY85 manpower cuts: Ltr (U), AFIS/RE to AFIS/CV, "FY85 SUA Manpower Reduction (Your Ltr, 11 Dec 84)," 7 Jan 85, SD 12.

26Ibid.

27Oral History Intvw (U), AFIS Historian w. Col. William B. Sherman, former AFIS/CV, 23 Jan 85, files of AFIS/HO.

28Staff Summary Sheet (U) w. 2 Atch (U), "Establishment of AF/IN Force Management Activity," 20 Dec 83, SD 13.

29Msg (S), USAF/IG to All MAJCOM/SOA/CV et al, "Measures to Counter Terrorism (U)," 031650Z Feb 84, SD 14; Msg (S), USAF/INR to ESC/XPP et al, "Physical Security (U)," 062100Z Mar 84, SD 15; Ltr (U), AFIS/CV to 1100 SPS/CC, "Request for Security Survey," 29 Mar 84, SD 16.

30Ltr (U) w. 1 Atch (FOUO) and 1 Atch (U), AFIS/CV to AFIS/AC, "Information/Physical Security Working Group," 21 May 84, SD 17.

31Ibid.

32Ltr (FOUO), AFSAC/INXC to AFSAC/CC, "Personnel Selection Panel - SMSgt Michael F. Rusaw," 29 Jun 84, SD 18.

33Ltr (U), AFSAC/CV to AFIS/AC et al, "Security Working Group," 11 Oct 84, SD 19; Ltr (U), AFIS/CV to All Fort Belvoir

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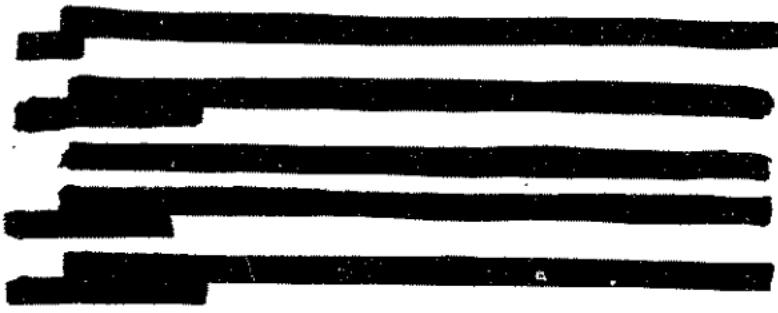
34 Ltr (U), AFIS/CV to ATZA-DEH-6B, "Fort Belvoir Land Utilization Study," 22 Feb 84, SD 22.

35 Ibid.

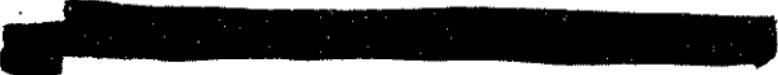
36 AFISR 23-1 (U), "Organization and Functions Air Force Intelligence Service," Section G, 15 Feb 84, SD 23.

37 Draft Hist Data Rprt (U), AFIS/IG, Jan-Dec 84, SD 24.

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44 Draft Hist Data Rprt (U), AFIS/IG, Jan-Dec 84, SD 24.



46 Draft Hist Data Rprt (U), AFIS/IG, Jan-Dec 84, SD 24.  


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Deleted per 5 U.S.C. 552(b)(5).

58 Draft Hist Data Rprt (U), AFIS/IG, Jan-Dec 84, SD 24.

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611 bid.

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62 Draft Hist Data Rprt (U), AFIS/IG, Jan-Dec 84, SD 24.

63Ltr (FOUO), AFIS/CMS to AF/INY et al, "Senior Enlisted Intelligence Program (SEIP)," 6 Feb 84, SD 42.

64Ltr (U), AFIS/CMS to USAF/CMS, n.s., 09 Feb 84, SD 43.

65Ltr (U), AFIS/CMS to AF/IN et al, "Information Items," 3 May 84, SD 44.

66Ltr (U), AFIS/CMS to ACS/I, AFIS/CC, "Pacific Trip 2-28 January 1984," 8 Feb 84, SD 45; Ltr (U), AFIS/CMS to Col Sherman et al, "AFIS DL-F. . . ." 25 Apr 84, SD 46; Ltr (U), AFIS/CMS to CMSgt Bobby Carter, n.s., 1 May 84, SD 47. Ltr (U), AFIS/CMS to Col Skorepa, "Orientation Visit to MPC (8-9 Nov 83)," 14 Nov 84, SU 48.

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END OF FOOTNOTES FOR CHAPTER ONE

## DIRECTORATE OF OPERATIONAL INTELLIGENCE (AFIS/INO)

<sup>1</sup>AFISR 23-1 (U), "Organization and Functions Air Force Intelligence Service (AFIS)," 15 Feb 84, Section S, SD 23. See also Change 1, AFISR 23-1, 15 Feb 84, SU 50. The INOA section of the AFIS History was written, in part, from the Hist Data Rprt (S/NF/WN), AFIS/INOA, Maj Robert Townsend, 4 Jan 85, SD 51. See Ltr (S/NF/WN), INOA, Lt Col Tiernan, to AF/INES, "Directorate CY84 History Inputs (AFIS/CV Ltr, 20 Nov 84) (Your Ltr, no date)," 4 Jan 85, SD 52.

<sup>2</sup>Response to Inquiry (U), AFIS/MO to AFIS/HO, 16 Aug 85; Conversation (U), AFIS/Historian w. Capt. Steven Kramer, AFIS/INOH, 16 Aug 85.

<sup>3</sup>Organization Chart (U), AFIS/INOA, n.d., SD 53; Organization (U), AFIS/INOA, n.d., SD 54; Memo (U) w. 8 Atch (U), U/INE to DACS/I, "DACS/I Visit to INOA," 5 Apr 84, SD 55, Memo (U), U/INE to ACS/I, n.s., 6 Jan 84, SD 56; Memo (U), AFIS/INOA to U/INE, "INC Facility," Bldg 520, 6 Jan 84, SD 56; Memo (U), Capt. Hutchinson to AFIS/INOA et al, "Relocation of AFIS/INOA (Building 213 - Information Memorandum," 1 Sep 84, SU 57. For additional documents, see the AFIS/MO segment of this CY84 AFIS History.

<sup>4</sup>Ltr (U), AFIS/MO to AF/INEGL, AFIS/INO, "Realignment of AF/INEGL to AFIS/INOL," 9 Nov 84, SD 58.

<sup>5</sup>Ltr (U), AFIS/MO to AF/INER, "Request for Personnel Action/Proposed PD for Mr. Caldwell," 27 Feb 84, SD 59; Hist Data Rprt (U), AFIS/INOV, Jan-Dec 84, SD 60.

<sup>6</sup>Ltr (U), AFIS/MO to AFIS/INO, "INOZ Reorganization (Your Ltr 23 Jul 84)," 3 Aug 84, SD 61.

<sup>7</sup>Ltr (U) w. 3 Atch (U), AFIS/INO to AFIS/MU, "Change in INOZ Organization Structure," 23 Jul 84, see SD number in AFIS/MO section of this History.

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<sup>10</sup>Draft MOA (U), AFSAC with AF/INE, n.d., SD 62.

<sup>11</sup>Hist Data Rprt (U), AFIS/INOZ, Lt. Kashimoto, Jan-Dec 84, SD 63; Response to Inquiry (U), AFIS/MO to AFIS/HO, 16 Aug 85.

<sup>12</sup>Response to Inquiry (U), AFIS/MO to AFIS/HO, 16 Aug 85, SD 64.

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14Hist Data Rprt (S/NF/WN), AFIS/INO, Jan-Dec 84, SD 51; Staff Summary Sheet (S/NF/WN) w. 1 Atch (S/NF/WN), AFIS/INO to AF/INE et al, "HQ USAF CC&D Intelligence Status Report 84-01," n.d., SD 67.

15Staff Summary Sheet (S/NF/WN) w. 1 Atch (S/NF/WN), AFIS/INO to AF/INE et al, "HQ USAFF CC&D Intelligence Status Report 84-02," n.d., SD 68.

16Msg (S/NF/WN), AFIS/INO to AIG 10416, "HQ AFIS Camouflage, Concealment and Deception (CC&D) Intelligence Status Report 84-03 (U)," 241510Z Apr 84, SD 69.

17Staff Summary Sheet (S/NF/WN) w. 1 Atch (S/NF/WN), AFIS/INO to AF/INER et al, "HQ USAF CC&D Intelligence Status Report 84-04," n.d., SD 70.

18Staff Summary Sheet (S/NF/WN) w. 1 Atch (S/NF/WN), AFIS/INO to AF/INER et al, "HQ USAF D&D Intelligence Status Report 84-06," n.d., SD 71. See also Staff Summary Sheet (S/NF/WN) w. 1 Atch (S/NF/WN), AFIS/INO to AF/INER et al, "HQ USAF CC&D Intelligence Status Report 84-05," 29 Jun 85, SD 72.

19MSG (S/NF/WN), AFIS/INO to AIG 10416, "HQ AFIS Denial and Deception (D&D) Intelligence Status Report 84-07 (U)," 211535Z Dec 84, SD 73.

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21Memo (S/NF/WN), Capt Hoopes, AFIS/INO to Col Shankland, AFIS/INE, "NIE 11-11-84: Intelligence Denial and Deception in Soviet Strategic Military Programs: Implications for U.S. Security (S)," 29 Jun 84, SD 74.

22Memo (U), Deputy Assistant for Joint Matters, ACS/I to Col. O'Lear and Col. Shankland, n.s., 2 Nov 83, SD 75; The proposal for the establishment of a dedicated national level D&D unit is filed with AFIS/HO records in the SCIF in the Fort Belvoir compound. See also Ltr (S), Director, GUPP Staff DIA, to Deputy Director for Resources and Systems, DIA, "Congressional Tasking (U)," 19 Jul 84, SD 76.

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26Ltr (U), AFIS/INOA to AFIS/HO, "Questions Concerning AFIS/INOA Segment of CYB4 AFIS History (Your Lt, 12 Aug 84)," 19 Aug 85, SD 66.

28<sup>th</sup> msg (S), NPIC to ESC/INZ et al, "October 1984 CC&DTRG Meeting," 121535Z Sep 84, SD 80; Agenda (U), ETL-LO, "Briefing and Tour of ETL For IAG/ETL Camouflage, Concealment and Deception Technical Review Group Meeting," 11 Oct 84, SD 81.

(U), AFIS/INOA to D/INE, "NSC Briefing  
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41Memo (C), AFIS/INO to DINE/INE, "(MFR) Informal Discussion with GAC Members (Dr. Kupperman and Dr. Graham)," 24 Sep 84, SD 90.

42Memo (S/NF/WN), 1Lt Hill to AFIS/INO, "Briefing Activity (U)," 9 Nov 84, SD 91.

43Memo for Record (U), AFIS/INO, "Trip Report - Goodfellow AFB, Texas (U)," n.d., SD 92; Ltr (U), AFIS/INO to AFIS/INO, "Trip Report," 28 Sep 84, SD 93; Ltr (U), AFIS/INO to AFIS/INO et al, "Trip Report," 30 Mar 84, SD 94; Memo (U), AFIS/INO to AFDINE/INE, "USAF A&D Lectures," 5 Nov 84, SD 95.

44Ltr (S), AFIS/INO to AFIS/INO et al, "Trip Report," 26 Sep 84, SD 96.

45Ltr (U), AFIS/INO to AF/DINE et al, "Trip Report," 20 Sep 84, SD 97.

46SALTY DEMO Test Plan (U), 6 Jun 84, SD 98; Ltr (C), AFIS/INO to AF/INE, "HQ USAFE/DOXS SALTY DEMO '85 (U)," 27 Sep 84, SD 99; Memo for Record (U), Maj. Townsend, AFIS/INO, "SALTY DEMO Telecon with Major Hance, via KY-3, 25 Sep 84," 25 SEP 84, SD 100; Ltr (U), USAFE/DOXS to AFIS/INO, "Request for Tactical Deception Briefing Support (Ref Telecon, 19 Oct 84)," 31 Oct 84, SD 101; Memo for Record (U), Maj. Townsend, AFIS/INO, "USAF Request for Tactical Deception Briefing to Support SALTY DEMO," 23 Nov 84, SD 102.

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49Hist Data Rprt (S/NF/WN), AFIS/INO, Jan-Dec 84, SD 51; Ltr (S), AFIS/INO to AFIS/REOU, "Reserve Unit Tasking: Cuban Camouflage, Concealment and Deception (U)," 9 Jan 84, SD 105; Post Trip Report (U), w. 3 Atchs (U), "TDY to DTS 25, Bergstrom AFB, TX, 6-8 Apr 84, SSgt Fraleigh," n.d., SD 106; Memo for Record (U), Maj. Townsend, AFIS/INO, 21 May 84, SD 107; Ltr (U), AFIS/INO to AFIS/RE, "Request for support from DTS-6, Dover AFB," 21 May 84, SD 108; Memo for Record (U), Maj. Townsend, AFIS/INO, "Reservist Week-end Tasking," 21 Jun 84, SD 109; Ltr (U), AFIS/INO to AFIS/MQ, "FY85 Individual Mobilization Augmentee (IMA) Review (U) (Your Ltr, 17 May 84)," 20 Jul 84, SD 110; Memo (U), AFIS/INO to AF/DINE, "Air Force Reserve Support to Denial and Deception (D&D)"

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51Ltr (U), ACS/I to General Stilwell, n.s., 9 Jan 84, SD 116. Memo (U) w. 1 Atch (U), AFIS/INOA to AF/DINE, "USAFINTEL 500-4 Classification Upgrade/Final Review -- INFORMATION MEMORANDUM," n.d., SD 117 Hist Data Rprt (S/NF/WN), AFIS/INOA, Jan-Dec 84, SD 51; Conversation (U), AFIS Historian w. Maj. Robert Townsend, AFIS/INUH, 16 Aug 84.

52Msg (C), AFSSG/USAF/INS to NPIC/OS/OSG-CD, "Connection Priority of Systems Terminals (U)," 131215Z Sep 84, SU 118; Ltr (U), AFIS/INUH to AFIS/INU, "D&D Computer Requirements," 29 Nov 84, SD 119; AFIS/INOA Five Year Systems Plan (U), AFIS/INOA, n.d. SU 120; Hist Data Rprt (S/NF/WN), AFIS/INOA, Jan-Dec 84, SD 51.

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54The section on the Aerospace Intelligence Division was prepared from the Hist Data Rprt (U), AFIS/INOZ, Lt. Kashimoto, Jan-Dec 84, SU 63. The AFIS/HO edited the report and rearranged some topics.

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## DIRECTORATE OF TARGETS (AFIS/INT)

1For a detailed mission statement, including the wartime mission, see AFISR 23-1 (U), "Organization and Functions Air Force Intelligence Service (AFIS)," Section T, 15 Feb 83, SD 23.

2Ibid.

3Ibid.

4Biographical Sketch (U), Col. Thomas E. Lee, AFIS/INT, 1984, SD 122; Hist Data Rprt (S/NF/WN), AFIS/INT, Jan-Dec 84, SD 123.

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6Proceedings (S/NF), USAF Target Intelligence Conference, 6-10 Feb 84, SD 124. Hereafter cited as Proceedings (S/NF), SD 124.

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11Hist Data Rprt (S/NF/WN), AFIS/INT, Jan-Dec 84, SD 123.

12Mtg Notes (C), JMEM OUW Group, Winter Meeting, Nov 84, SD 126.

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21Hist Data Rprt (S/NF/WN), AFIS/INT, Jan-Dec 84, SD 123; AFR 200-16 (U), "Air Force Targeting," 16 Nov 84, SD 127.

22For Technical Notes 84-02, 84-03, and 84-04, see SD 128. Technical Note 84-01, because it was classified S/RD and Technical Note 84-05, because it is classified TS, are on file in the AFIS/HQ Archives, Fort Belvoir, Virginia.

23For Target Director's Updates (S) 1-1983 and 2-4, 1984 see SD 129.

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33-35Ibid.

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38Ltr (U) and 1 Atch (U), AFIS/INTB to Conference Attendees et al, "Report of the Air Force Mapping, Charting & Geodetic Conference I," 1984, SD 136.

39-42Ibid.

43Ltr (U) w. 1 Atch (U), AFIS/INT to USAF/IN et al, "Report of the Air Force Geodetic and Geophysical Conference V," 13 Aug 84, SD 137.

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47National Statement (U), AFIS/INTB, "The United States National Statement on Recommendations Made in the MC Review of the Report of the 27th Meeting of Working Party 64 Aeronautical Charts and Flight Information Publications," 1984, SD 140.

48Ltr (U), AF/IN to Deputy Director for Plans and Requirements, DMA, "CY84 Mapping, Charting, and Geodesy (MC&G) Area Requirements," 1 Jun 84, SD 141.

49Ltr (U), AFIS/INT to DNA, "Defense Mapping Agency Digital Data Base Support for B-1B Weapon System Trainer (WST)," 11 Jan 84, SD 142. See also Msg (U), AFIS/INTB to DMAAC/PRRN, "B-1B Test Program Support - AF Contract F33657-81-C-0212," 052105Z Jan 84, SD 143.

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65Technical Note 84-03 (U), AFIS/INT, "Mapping, Charting, and Geodesy Manpower Recommendations," 23 Oct 84, SD 128.

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## DIRECTORATE OF JOINT SERVICES SUPPORT (AFIS/INU)

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<sup>3</sup>Hist Data Rprt (S), AFIS/INU, Jan-Dec 84, SD 157.

<sup>4</sup>Ibid.

<sup>5</sup>Hist Data Rprt (S), AFIS/INU, Jan-Dec 84, SD 157; Msg (C), CTF 1-6-S to AIG 7-0-2-0, "IRS 300 0047 84 Debriefing of Lt. Goodman (U)," 091943Z Feb 84, SU 158.

<sup>6</sup>Ltr (C), w. 1 Atch (C), AFIS/INU to DOD SERE Schools, "Debriefing of Lt. Robert O. Goodman, USAF," 22 Aug 84, SD 158.

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64Memo (C), Maj Viau, AFIS/INSD, "CORONA SOUTH 84 (U)," 10 Feb 83, SD 283.

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73Memo For Record (U), TSgt Jamieson to AFIS/INSD, "XMP Funding/Contracting," 6 Dec 84, SD 291. Memo for Record (U) w. i Atch (U), AFIS/INSD to AFIS/INSD, "MFR-XMP Funding and Contract Status," n.d., Su 292; Hist Data Rprt (S/NF), AFIS/INS, Jan-Dec 84, SD 240.

74Hist Data Rprt (S/NF), AFIS/INS, Jan-Dec 84 SD 240; Response to Intvw Question (U), AFIS/INS to AFIS/HO, 19 Jun 85, SD 245.

75Hist Data Rprt (S/NF), AFIS/INS, Jan-Dec 84, SD 240.

## DIRECTORATE OF INTELLIGENCE RESERVE FORCES

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2FACTBOOK (U), Air Force Intelligence Reserve (AFIR), AFIS/RE, 1 Oct 84, p. 4, SD 294 (hereafter cited as FACTBOOK). See also FACTBOOK, 1 Apr 84, SD 295.

3Ibid, p. 2.

4Ibid.

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8FACTBOOK, 1 Oct 84, p. 12, SD 294.

9FACTBOOK, 1 Oct 84, pp. 13-14, SD 294.

10FACTBOOK, 1 Oct 84, pp. 15-16, SD 294.

11Hist Data Rprt (U), AFIS/RE, Ja.-Dec 84, SD 293. Each year the DTSs submit Historical Data Reports.<sup>5</sup> For the 1984 reports see SD 297.

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13Ibid.

14Ltr (U), AFIS/RE to SAF/MIR, "Establishment of 10 USC 678 Positions within HQ AFIS/RE," 13 Dec 84, SD 299.

15Response to Query (U), AFIS/REP to AFIS/HO, 1 Jul 85.

## DIRECTORATE OF INTELLIGENCE RESERVE FORCES

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17Hist Data Rprt (U), AFIS/RE, Jan-Dec 84, SD 293.

18Hist Data Rprt (U), AFIS/RE, Jan-Dec 84, SD 293. Response to Query (U), AFIS/RE to AFIS/HO, 1 Jul 85.

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31Ltr (U), AFIS/REOR to AFIS/RE et al, "Trip Report," 13 Nov 84, SD 304.

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33Ltr (U) and 1 Atch (U), AF/INYX to AFIS/RE, "HUMINT Architecture Plan (HAP), Reserve Annex (REOR Letter, 22 Dec 83)," 12 Jan 84, SD 305.

34Ltr (U), AFIS/RE to AF/INYX, "HUMINT Architecture Plan (HAP), Reserve Annex (Your Ltr, 12 Jan 84)," 14 Feb 84, SD 306.

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36Ltr (U), AFIS/RE to AFIS/XP, "Powder River 85 After Action Rprt (U), AFIS/RE, 2 Nov 84, SD 309.

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44Ltr (U), AFIS/RE PAD to AFIS/RE & Workshop Attendees, "Pacific AD-DTS/CC Workshop, Anti-Submarine Warfare Trng School San Diego, CA 2-3 Jun 84," 12 Jun 84, SD 313.

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47Hist Data Rprt (U), Jan-Dec 84, SD 293.

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DIRECTORATE OF INTELLIGENCE RESERVE FORCES

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DIRECTORATE OF PERSONNEL (AFIS/DP)

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<sup>2</sup>Ltr (U) w. 3 Atchs (U), AFIS/DP to AFIS/MO, "Manpower and Organizational Change Requests," 1 Feb 84, SD 321; Ltr (U), AFIS/MO to AFIS/DP, "Manpower and Organizational Change Requests (Your Ltr, 1 Feb 84)," 6 Feb 84, SD 322.

<sup>3</sup>Ibid.

<sup>4</sup>Ltr (U), AFIS/DP to AFIS/MO, "Request for Manpower Action," 3 Jul 84, SD 323.

<sup>5</sup>Hist Data Rpt (U), AFIS/DP, Jan-Dec 84, SD 320.

<sup>6</sup>Ibid.

<sup>7</sup>Ibid. This source also contains the names of individuals designated for attendance at PME programs.

<sup>8</sup>Hist Data Rpt (U), AFIS/DP, Jan-Dec 84, SD 320.

<sup>9</sup>Ltr (U), w. 6 Atchs (U), AF/IN to DIRNSA/CSS et al, "FY85 Intelligence Training Programs," 19 Oct 84, SD 324.

<sup>10</sup>Staff Summary Sheet (U), AFIS/DPRT to AFIS/CC et al, "Quality of Analysis Nominations," 4 Dec 84, SD 325.

<sup>11</sup>Staff Summary Sheet (U), AFIS/DPRT to ACS/I et al, "FY85 DCI Exceptional Analyst Program," 4 Dec 84, SD 326; Staff Summary Sheet (U), AFIS/DPRT to ACS/I et al, "Defense Advanced Language and Area Studies Program," 4 Dec 84, SD 327; Hist Data Rpt (U), AFIS/DP, Jan-Dec 84, SD 320.

<sup>12</sup>Excerpt AFR 36-16, 3 Aug 84, p. 3, SD 328.

<sup>13</sup>Ltr (U), AF/MPPE to AF/MPP et al, "Minutes of the USAF Area Specialist Conference," 3 Aug 84, SU 329; Memo (U), Maj Gen McCartney to AF/IN, "USAF Area Specialist Program - Action Memorandum," 17 Aug 84, SU 330; Staff Summary Sheet (U), AFIS/DPRT to ACS/I et al, "Area Specialist Program," 24 Aug 84, SU 331; Memo (U), ACS/I to AF/MP, "USAF Area Specialist Program (Your memo, 17 Aug 84) - Action Memorandum," 4 Sep 84, SD 332; Memo (U), Maj Gen

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23Staff Summary Sheet (U), AFIS/DP to AFIS/DP et al, "Officer Executive Reports (OERs) and Airmen Performance Reports (APRS) Calendar Year Total," n.d., SD 334.

24Hist Data Rprt (U), AFIS/DP, Jan-Dec 84, SD 320.

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30Hist Data Rprt (U), AFIS/DP Jan-Dec 84, SD 320; Ltr (U) w. 2 Atchs (U), DIA/CC to ACS/I et al, "Defense Advanced Language and Area Studies Program (DALASP)," 9 Nov 84, SD 349.

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31Ltr (U) w. 3 Atchs (U), Ass't Director, Agency Compliance and Evaluation, UPM to Col Sherman, AFIS/CV, n.s., MCF: EVL 4-1/2, 3 Jan 84, SD 350.

32Ltr (U), Ass't Director, Agency Compliance and Evaluation, OPM to Col Sherman, AFIS/CV, n.s., MCF: EVL 4-1/2, 17 Apr 84, SD 351.

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41AFIS Suggestion Program Log (U), AFIS/DP, 1984, SD 366.

DIRECTORATE OF PERSONNEL (AFIS/DP)

42Ltr (U) w. 1 Atch (U), AFIS/DP to Compound Personnel,  
"Fourth Semi-Annual AFIS/DP Voluntary Fitness Test," 14 Sep 84, SD  
367.

43Hist Data Rprt 9U), AFIS/DP, Jan-Dec 84, SD 320.

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AIR FORCE SPECIAL ACTIVITIES CENTER (AFSAC)

Footnote Supporting Document (SD) numbers refer to documents in  
the CY1984 AFSAC History, Volumes I-V.

HEADQUARTERS, OPERATIONS  
AIR FORCE SPECIAL ACTIVITIES CENTER

<sup>1</sup>AFISR 23-2 (S/NF), "Organization and Functions Air Force Special Activities Center (AFSAC) (U)," 20 Dec 84, SD 1. This regulation includes AFSAC's wartime mission statement.

<sup>2</sup>Ibid.

<sup>3</sup>Ibid.

<sup>4</sup>AFIS Special Order G-6 (U), 12 Oct 84, SD 2.

<sup>5</sup>AFSACK 23-11 (S), 10 Dec 84, "Detachment 23, Air Force Special Activities Center (AFSAC) (U)." SD 3. This regulation includes the wartime and contingency mission of Det 23.

<sup>6</sup>AFISR 23-2 (S/NF), 20 Dec 84, SD 1.

<sup>7</sup>Hist Data Rprt (S/NF/WN/ORCON), AFSAC/INX, Jan-Dec 84, SD 27.

<sup>8</sup>AFISR 23-2 (S/NF), 20 Dec 84, SD 1.

<sup>9</sup>AFISR 23-2 (S/NF), 20 Dec 84, SD 1.

<sup>10</sup>For listings of key personnel within each of the AFSAC divisions, see Historical Data Reports (S/NF/WN), Mr. Yoshitaka Hamayasu, AFSAC/INO, Jan-Jun 84, SD 4; Historical Data Report (S/NF/WN), Lt James R. Vasconcellos, Jr., AFSAC/INO, Jul-Dec 84, SD 5. Historical Data Report (S/NOFORN/ORCON/WNINTEL), Major William J. Bordas, AFSAC/INX, Jan-Dec 84, SD 27.

<sup>11</sup>Response to Intvw Question (U), AFSAC/INXC to AFIS/HO, 14 Jun 85.

<sup>12</sup>For a listing of 15 separate INO responsibilities, see AFISR 23-2 (S/NF), 20 Dec 84, SD 1. The INO section of the AFSAC History was based in part upon the Historical Data Report (S/NF/WN), AFSAC/INO, Mr. Yoshitaka Hamayasu, Jan-Jun 84, SD 4; Ltr (U), AFSAC/INO, Mr. Heinz Nehlig to AFIS/HO, "INO Semiannual History Input", 16 Aug 84, SD 4; Historical Data Report (S/NF/WH), AFSAC/INO, Lt James Vasconcellos, Jul-Dec 84, SD 5; Ltr (U), AFSAC/INO, Mr. Heinz Nehlig to AFIS/HO, "INO History Input," 28 Feb 85, SD 5.

<sup>13</sup>Historical Data Report (S/NF/WN), AFSAC/INU, Jul-Dec 84, SD 5. Conversation, AFIS Historian with Lt Vasconcellos, AFSAC/INOB, 3 Jul 85.

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- 14Hist Data Rprt (S/NF/WN), AFSAC/INO, Jul-Dec 84, SD 5.
- 15Ibid., Response to Query (U), AFSAC/INOAB to AFIS/HO, 3 Jul 85.
- 16Response to Query (CLASSIF. UNKNOWN), AFSAC/INOAC to AFIS/Historian, 3 Jul 85.
- 17Hist Data Rprt (S/NF/WN), AFSAC/INO, Jan-Jun 84, SD 4.
- 18Hist Data Rprt (S/NF/WN), AFSAC/INO, Jul-Dec 84, SD 5.
- 19Ibid. Response to Query (S/NF/WN), AFSAC/INO to AFIS/HO, 3 Jul 85.
- 20Hist Data Rprt (S/NF/WN), AFSAC/INO, Jul-Dec 84, SD 5; Response to Query (S), AFSAC/INOAB to AFIS/HU, 3 Jul 85.
- 21Hist Data Rprt (S/NF/WN), AFSAC/INO, Jul-Dec 84, SD 5; Response to Query (U), AFSAC/INOAB to AFIS/HU, 3 Jul 85.
- 22Ibid.
- 23Response to Intvw Question (S), AFSAC/INOB8 to AFIS/HO, 21 Jun 85.
- 24Hist Data Rprt (S/NF/WN), AFSAC/INO, Jul-Dec 84, 5.
- 25Ibid.
- 26Msg (S/NF), AF/IN Liaison Office Howard AFB, Panama, to AFSAC/INO, "AFSAC Participation in Combined Document Exploitation Center (CODEC) (U)," 171900Z Sep 84, SD 9; Msg (C), 470 MIOP/CC to AFSAC/CC, "Document Exploitation (U)," 161900Z Oct 84, SD 10; Ltr (S/NOFORN), AFSAC/INXC to AFSAC/INXC et al, "Trip Report (U)," n.d., SD 11.
- 27Intvw (S/NF), AFIS Historian with MSgt Ramazini, AFSAC/Det 21, 2 Jul 85.
- 28Ibid.; Ltr (S/NF), "AFSAC/INXC to AFSAC/INXC et al, "Trip Report (U)," n.d., SD 11.
- 29Ibid. Memo (C/NF), Maj Cseh to AFSAC/CC, "AFSAC Support for Document Exploitation in Central America (C)," 2 Jan 85, SD 12.
- 30Intvw (S/NF), AFIS Historian with MSgt Ramazini, AFSAC/Det 21, 2 Jul 85.

HEADQUARTERS, OPERATIONS  
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31Ltr (S/NF), AFSAC/INXC to AFSAC/INXC, "Trip Report (U)," n.d., SD 11.

32Intvw (S/NF), AFIS Historian with MSgt Ramazini AFSAC/Det 21, 2 Jul 85.

33Msg (U) 470 MIGP/CC to AFSAC/INO, "Evaluation of AFSAC Support to 470th Document Exploitation (U)," 091600 Jan 85, SD 13. See also Ltr of Evaluation (U), Capt Swanson, CDEC/Det E, on MSgt Ramazini, AFSAC/Det 21, 20 Dec 84, SD 14.

34Hist Data Reprt (S/NF/WN), AFSAC/INO, Jul-Dec 84, SD 5; Rpt (S), "Dallas and Los Angeles NCD Field Offices (U)," AFSAC/INUAC, 7 Sep 84, SD 15.

35Hist Data Reprt (S/NF/WN), AFSAC/INO, Jul-Dec 84, SD 5; Ltr (C), Col Yankowski to Mr. Kelly, n.s., 26 Sep 84, SD 16 and 2 Nov 84, SD 17.

36Hist Data Reprt (S/NF/WN), AFSAC/INO, Jan-Jun 84, SD 4; Conversation (S/NF/WN), AFIS Historian w. Lt Vasconcellos, AFSAC/I4088, 3 Jul 85.

37Hist Data Rpt (S/NF/WN), AFSAC/INO, Jul-Dec 84, SD 5; Response to Inquiry (C/NF), AFSAC/INOAC to AFIS/HO, 3 Jul 85; Agenda (U), "Air Force NCD Workshop," AFSAC/INOAC, 19 Oct 84, SD 18.

38"Western Hemisphere Bulletins", HQ AFSAC, 17 May, 2 Jul, 11 Sep, 11 Dec 84, SD 19.

39Program (U), HQ AFSAC Commanders Conference 1984, 7 May 1984, SD 20.

40Ltr (S), with 6 Atch (S), AFSAC/CC to Det 22/CC, "Operations Objectives, Calendar Year 1984 (U)," 9 Jan 84, SD 21; Ltr (S) with 5 Atch (S), AFSAC/CC to Det 21/CC, "Operations Objectives, Calendar Year 1984," 9 Jan 84, SD 22.

41Hist Data Rpt (S/NF/WN), AFSAC/INO, Jul-Dec 84, SD 5.

42AFSACR 23-11 (S), "Detachment 23, Air Force Special Activities Center (AFSAC) (U)," 10 Dec 84, SD 3.

43AFISR 23-2 (S/NF), Organization and Functions Air Force Special Activities Center (AFSAC) (U)," 20 Dec 84, SD 1, Hist Data Rpt (S/NF/WN), AFSAC/INO, Jan-Jun, SD 4.

HEADQUARTERS, OPERATIONS  
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44AFSAC Pamphlet 200-27 (S/NF/WH/ORCON), "Air Force Human Resources Intelligence Highlights (U)", 15 Apr 85, SD 23.

45Intvw (S), AFIS Historian with CMSgt Watts and SSgt Laughery, 13 Jun 85.

46Hist Data Rptrs (S/NF/WH), AFSAC/INO, Jan-Jun 84, SD 4, Jul-Dec 84, SD 5.

47Msg (C), AFSSO/INSC to SSO Belvoir, "AFSAC/INOCA SCIF, Bldg T-1917, Rm 3, Ft Belvoir, VA," 291401Z Feb 84, SD 24; Msg (C), AFSAC/INOCA to AFIS/INSC, "Final Accreditation for AFSAC SCIF (U)," 152122Z Feb 84, SD 25.

48Intvw (S), AFIS Historian with CMSgt Watts and SSgt Laughery, AFSAC/INOBB, 13 Jun 85.

49Ibid.

50Msg (C), AFIS/INSC to AFSAC/INO88, "Approval to Process Electronically (U)," 061422Z Nov 84, SD 26.

51Intvw (S), AFIS Historian with CMSgt Watts and SSgt Laughery, AFSAC/INOBB, 13 Jun 85.

52Intvw (S), AFIS Historian with CMSgt Watts and SSgt Laughery, AFSAC/INOBB, 13 Jun 85.

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54Hist Data Rpt (S/NF/WH), AFSAC/INO, Jan-Jul 84, SD 4; Response to Query (C), AFSAC/INOAB to AFIS/HO.

55Response to Query (U), AFSAC/INUAC to AFIS/HO, 3 Jul 85.

PLANS, RESOURCES AND SUPPORT (AFSAC/INX)

56The section on Plans, Resources and Support was based in part on the Hist Data Rpt (S/NF/WH/ORCON), AFSAC/INX, Capt Wm J. Bordas, Jan-Dec 84, SD 27. See Ltr (U), AFSAC/INX, Lt Col Clarence L. Fairbrother to AFIS/HO, 22 Feb 85, SD 27.

57Hist Data Rpt (S/NF/WH/ORCON), AFSAC/INX, Jan-Dec 84, SD 27.

HEADQUARTERS, OPERATIONS  
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59Executive Summary (S/NF) w/5 Atchs (S), "Air Force Human Resources Intelligence (HUMINT) Wartime Readiness," AFSAC/INXA, 11 Jan 85, SD 28.

60Ibid.

61Ibid.

62Ibid.

63Draft Concept Paper (S), "Enhanced Support of the AFSAC Mobility Mission," 29 Aug 84, SD 29.

64Hist Data Rpt (S/NF/WN/ORCON), AFSAC/INX, Jan-Dec 84, SD 27.

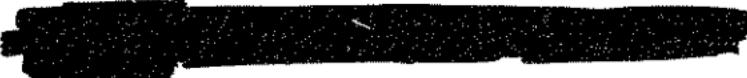
65Hist Data Rpt (S/NF/WN/ORCON), AFSAC/INX, Jan-Dec 84, SD 27.

66Memo for Record (S), Maj Roser to INX et al, "Visit by 525 MI Gp S-3," 8 Jun 84, SD 30.

67Hist Data Rpt (S/NF/WN/ORCON), AFSAC/INX, Jan-Dec 84, SD 27.

68Mtg Minutes (C), AFSAC Communications Advisory Council (U), 20 Jan 84, SD 31.

69Trip Rpt (U), AFSAC/INXB to AFSAC/INXA, "Test of AN/GRC-206 Radio System - PACER SPEAK," 11 Jun 84, SD 32.

70AFIS Statement of Operational Need (S), "Air Force HUMINT Crisis/Wartime Communications (U)," SON 01-84, 19 Jun 84, SD 33.  


72Msg (C), Det 13/ESAA to HQ ESAA/INX, "JCF Relocation Discussions with 601st TCW," 281415Z Dec 84, SD 35.

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## (PLANS, RESOURCES AND SUPPORT (AFSAC/INX))

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81Msg (S), AFSAC/INX to AFOSI/IVOSSR, "Research and Development Initiative (U)," 13 Dec 84, SD 50.

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88Ibid.; Msg (S), PSAA/INX to AFSAC/INX, "Annual Assessment of the Intelligence Reserve Forces," 092330Z Oct 84, SD 54.

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91Briefing Paper (U), AFSAC/INX, "AFSAC Participation in Exercises," 1 Oct 84, SD 56.

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93Ltr (C), AFSAC/OL-AK to AFSAC/INXA, "Exercise TEAM SPIRIT 84 Trip Rpt (U)," 5 Apr 84, SD 57.

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95Msg (C), PSAA/CC to AFSAC/INX, "TEAM SPIRIT 85 (U)," 270130Z Dec 84, SD 59.

96Msg (S), USCINCLANT to AFSAC/INXA, "Participation in LANTCOM Joint Exercise (U)," 162024Z Feb 84, SD 60.

97Ltr (C), AFSAC/INOAC to AFSAC/INOA et al, "Exercise OCEAN VENTURE '84," 21 May 84, SD 61.

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99Trip Rpt (C), MSgt Leos, OL-P to AFSAC/MNOAC, "FLINTLOCK 84," 12 Jun 84, SD 62.

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103Memo (C), Maj Roser to Col Piver, AFSAC, "Exercise FLINTLOCK 84 (U)," 3 Aug 84, SD 64.

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104Msg (C), AFSAC/CV to ESAA/INX, "Exercise FLINTLOCK 84 After Action Rpt (U)," 131220Z Aug 84, SD 65.

105Msg (C), ESAA/CC to AFSAC/CC, "ESAA Exercise Activities (U)," 251400Z Oct 84, SD 66; Msg (C), USAFE/INC to USINCEUR/ECJ 350, "FLINTLOCK Exercise (U)," 071600Z Dec 84, SD 67.

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110Ltr (C), AFSAC/CC to AFSAC/INX, "Required Items and Implementing Instructions for POWDER KIVER 85 (U)," 18 Sep 84, SD 69.

111Hist Data Rpt (S/NF/WN/ORCON), AFSAC/INX, Jan-Dec 84, SD 27.

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125Ltr (S/NF), AFSAC/CV to AF/INYSH, "Review of the AF HUMINT Architecture Plan (AFHAP)(U)," 2 Feb 84, SD 80.

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132Ltr (S), AFSAC/CC to AFIS/IG, "Reply to Management Inspection (U)," 29 Feb 84, SD 107; Ltr (C), AFSAC/CV to AFIS/IG, "PSAA Management Effectiveness Inspection (MEI) Reply Update," 3 Aug 84, SD 108; Ltr (S), AFSAC/CC to AFIS/IG, "PSAA Management Effectiveness Inspection (MEI) Reply Update (U)," 13 Dec 84, SD 109.

133Ltr (U), AFSAC/CC to AFIS/IG, "Open Inspection Findings on DCD MEI," 24 May 84, SD 110; Ltr (U), AFIS/IG to AFSAC/CC, "Management Effectiveness Inspection (MEI) of HQ AFSAC Representatives in the Domestic Collection Division (9-18 May 83)," 8 Jun 84, SU 111.

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158Msg (U), AFSAC/LG to PSAA/CC et al, "HQ AFSAC Standard HUMINT Mobility Bags," 081510Z Nov 84, SD 120.

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165Minutes, "FY 86 Depot Maintenance Schedule Review (DMSR), 18-20 Sep 84, SD 129.

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179Memo for Record (S), Lt Col Fairbrother et al, "Meeting with CIA/Selection of Personnel," 2 Jul 84, SD 134; Msg (C/NF), AFSAC/INX to ESAA/INO et al, "Assessment Models (U)," 161310Z Oct 84, SD 235.

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181Memo for Record (FOOU) w/1 Atch (U) and 1 Atch (C), Elmer Knudsen, AFSAC/INXC, "HUMINT Management Training," n.d., SD 137; Ltr (C/NF) w/3 Atchs (U) and 1 Atch (C/NF), AFSAC/INX to AF/INYSH, "HUMINT Management Training (U)," 29 Oct 84, SD 138.

182Trip Rpt (U), Elmer Knudsen to AFSAC/INXC et al, 9 May 84, SD 139.

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184Ltr (U), AFSAC/INX to AFIS/DPR, "Emergency Change to AFR 39-11," 15 Nov 84, SD 142; Msg (U), AFIS/DPRRA to AFMPC/MPCRPP1, "Emergency Change to AFR 39-11," 161530Z Nov 84, SD 143; Msg (U), AFMPC/MPCRPP1 to AFIS/DPRRA, "Emergency Change to AFR 39-11," 261206Z Nov 84, SD 144.

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AIR FORCE SPECIAL ACTIVITIES CENTER

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DETACHMENT 21

AIR FORCE SPECIAL ACTIVITIES CENTER

190Hist Data Rprt (S/NF/WN), Det 21, AFSAC, Jul-Dec 84, SD 149.

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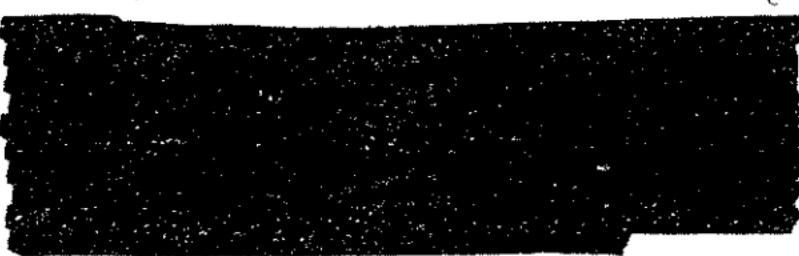


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DETACHMENT 23  
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AIR FORCE SPECIAL ACTIVITIES CENTER (AFSAC)

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222 Hist Data Rpt (S/NF/WN/RODCA), ESAA, Jan-Jun 84, SD 171.

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226 Hist Data Rpt (S/NF/WN/RODCA), ESAA, Jan-Jun 84, SD 171.

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231 Hist Data Rpt (S/NF/WN/RODCA), ESAA, Jul-Dec 84, SU 172.

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- 235Ibid.
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- 237Ibid.
- 238Hist Data Rpt (S/NF/WN/RODCA), ESAA, Jul-Dec 84, SD 172.
- 239Ibid.
- 240Hist Data Rpt (S/NF/WN/RODCA), ESAA, Jul-Dec 84, SD 172.
- 241Ibid. The author of the Hist Data Rpt requested that the reference to State Department censorship not be quoted.
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- 243Ibid.
- 244Ibid.
- 245Ibid.
- 246Ibid.
- 247Ibid.
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- 249Ibid.
- 250Hist Data Rpt (S/NF/WN/RODCA), ESAA, Jan-Jun 84, SD 171. Documents from the initial phase of the review were included with this Hist Data Rpt.
- 251Hist Data Rpt (S/NF/WN/RODCA), ESAA, Jan-Jun 84, SD 171.
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- 253Hist Data Rpt (S/NF/WN/RODCA), ESAA, Jan-Jun 84, SD 171.
- 254Ibid. This report contains FLINTLOCK after-action reports.
- 255Ibid., Jul-Dec, SD 172. For further discussion of the cancellation, see the FLINTLOCK section in the HQ AFSAC/INX chapter in this history.

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- 256The PSAA segment of the AFIS History was written, in part, from the Hist Data Rpts (S/NF/WN), PSAA, Jan-Jun 84, SD 173, and Jul-Dec 84, SD 174.
- 257Hist Data Rpts (S/NF/WN), PSAA, Jan-Jun 84, SD 173, and Jul-Dec 84, SD 174.
- 258Ltr (S/NF/WN), and 1 Atch (S/NF/WN) and 2 Atchs (U), Det 32, PSAA/DA to AFSAC/CCE, "Request for Copies of Award," 20 Jun 85, SD 175; Dept of the AF Special Order GB-193 (U), 5 Apr 84, SD 176; Hist Data Rpt (S/NF/WN), PSAA, Jul-Dec 84, SD 174.
- 259Hist Data Rpt (S/NF/WN), PSAA, Jul-Dec 84, SD 174.
- 260Hist Data Rpt (S/NF/WN), PSAA, Jan-Jun 84, SD 173; Ltr (U), PSAA/INX to AFSAC/CCE, "Supplements for PSAA History (July - December 1984)," 14 Jun 85, SD 177; Ltr (U), PSAA/INX to AFSAC/CCE, "Correction to Supplement to PSAA History (July - December 1984), 17 Jun 85, SD 178.
- 261Hist Data Rpt (S/NF/WN), PSAA, Jan-Jun 84, SD 173.
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END OF FOOTNOTES FOR AFSAC CHAPTER

## AFIS SPECIAL STAFF

## HEADQUARTERS SQUADRON SECTION

<sup>1</sup>This segment on the Headquarters Squadron Section was written, in part, from the Hist Data Rprt (U), AFIS/CCQ, SSgt Vicki Briggs, Jan-Dec 84, SD 368.

<sup>2</sup>Ibid.

<sup>3</sup>Handout E3AZR10090-I-4 (U), "First Sergeant Career Field Information," Jan 84, USAF Technical Training School, Keesler AFB; Interview (U), AFIS Historian w. MSgt Horne, AFIS/CCF, Jan 84.

<sup>4</sup>Interview (U), AFIS Historian w. MSgt Horne, AFIS/CCF, Jan 84.

<sup>5-8</sup>Ibid.

## PLANS, PROGRAMS AND LOGISTICS DIVISION

<sup>9</sup>Talking Paper (U), AFIS/XP, "AFIS Plans Division (XP), 6 Feb 84, SD 369. AFISK 23-1, Change 1(U), "Organization Function Air Force Intelligence Service (AFIS)," n.d., SD 50; The XP section of the CY84 AFIS History was written, in part from Hist Data Rprt (U), AFIS/XP, Jan-Dec 84, SD 370. See Ltr(U), w. 2 Atch (U) and 1 Atch (S), AFIS/XP to AFIS/HQ, "Annual History Report for 1984 (U)," 10 Jan 85, SD 370.

<sup>10</sup>Hist Data Rprt (U), AFIS/XP, Jan-Dec 84, SD 370.

<sup>11</sup>Oral History Intvw (U), AFIS Historian w. Col. Sherman, AFIS/CV, 23 Jan 85.

<sup>12</sup>Ltr (U), AFIS/XP to AFIS/DAA, #Proposed Revision of AFM 10-6 (Your Ltr, 10 Apr 84), 8 May 84, SD 371.

<sup>13</sup>Hist Data Rprt (U), AFIS/XP, Jan-Dec 84, SD 370.

<sup>14</sup>Ibid.

<sup>15</sup>Staff Summary Sheet (S) w. 3 Atch (S/NF), AFIS/XP to AFIS/AC, et al, "FY86 - 90 GDIPP Submission," 13 Jan 84, SD 372; Memo for Record (S), AFIS/XPP, "Proposed Ranking of FY86 - 90 GDIP Initiatives," 23 Jan 84, SD 373; Staff Summary Sheet (S) w. 2 Atch (S/NF), AFIS/XP to AFIS/AC et al, "Ranking of FY86 - 90 GDIPP Initiatives," 27 Jan 84, SD 374; Ltr (S) w. 1 Atch (S) and 1 Atch (U), AFIS/XP to AF/INYR, "FY86 - 90 General Defense Intelligence Proposed Program (GDIPP) (AFIS/CV Ltr, 16 Jan 84)," 31 Jan 84, SD 375.

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18Staff Summary Sheet (S) w. 1 Atch (S/NF) and 1 Atch (U), "Command Ranking of FY87 - 91 POM Initiatives," 18 Dec 84, SD 377. Ltr (U), AFIS/CV to AFIS/AC et al, "FY87 - 91 Joint Programming/Budget Data Call," 11 Oct 84, SD 378.

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28PAU 84-1 Working Group Packet (U), AFIS/XP, 12 Oct 84, SD 381.

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30Ibid.

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\*

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38Ltr (U) w. 2 Atch (U), AFIS/XP to AF/INYSH, AF/INYW, "Transfer of PE91212 Billets to PE 35887," 9 Jan 84, SD 383; Talking Paper (U), AFIS/XP, "IMA Funding and Programming," 22 Mar 84, SD 384; Msg (C), AFIS/XP to AF/INY, USAFE/INX, "FY85/86 Consolidated Cryptologic Program (CCP) - Update (U)," 242015Z Apr 84, SD 385.

39Hist Data Rprt (U), AFIS/XP, Jan-Dec 84, SD 370; Plan (S/NF), "AFIS War and Mobilization Plan (WMP) (U)," AFIS/XP, 1S

Nov 84, SD 386. Ltr (S) and 1 Atch (S), AFIS/XPX to USAF/XOXIC, "WMP-3 Update," 11 Jan 84, SD 387; Ltr (U) w. 1 Atch (U), AFIS/XP to HQ PACOM/J-2, "AFIS War and Mobilization Plan (WMP)," 27 Feb 84, SD 388; Ltr (U) w. 1 Atch (U), AFIS/XP to Coordination List, "Draft, AFIS WMP," 28 Jun 84, SD 389.

40Final Report (S), Exercise PRESSURE POINT 84, AFIS/XP, 13 Jan 84, SD 390. See also Staff Summary Sheet (U) w. 1 Atch (U), AFIS/XP to AFIS/CV et al, "AFIS Final Report: Exercise PRESSURE POINT 84 (U)," 13 Feb 84, SD 391.

41Plan (FOUO), AFIS EXPLAN 01-84 RIDGE RUNNER, AFIS/XP, 15 Mar 84, SD 392. See also Staff Summary Sheet (U) w. 1 Atch (U), AFIS/XP to AFIS/CV, "AFIS EXPLAN 01-84 - RIDGE RUNNER (FOUO)," 14 May 84, SD 393.

42Plan (FOUO), AFIS EXPLAN 0002 PALACE READY 84, 12 Jun 84, SD 394. See also Staff Summary Sheet (U) w. 2 Atch (U), AFIS/XP to AFIS/CV, "AFIS EXPLAN 0002 - PALACE READY 84 (FOUO)," 5 Jul 84, SD 395.

43Plan (S), AFIS EXPLAN 0026 POWDER RIVER 85, AFIS/XP, 1 Oct 84, SD 396. See also Ltr (S), AFIS/XP to AFIS Staff (OL excluded), "Exercise POWDER RIVER 85," 9 Apr 84, SD 397; Msg (U), AFIS/XP to AF/XOOOE, "POWDER RIVER 85 USAF EXPLAN Input (AF Explan 0026)," 021730Z Aug 84, SD 398; Staff Summary Sheet (C) w. 1 Atch (C), AFIS/XP to AFIS/CV et al, "JCS Exercise POWDER RIVER 85," 10 Oct 84, SD 399; Ltr (C), AFIS/XP to HQ USAF/XOOOE, "Exercise POWDER RIVER 85 EXSUM/First Impressions Report," 5 Nov 84, SD 400.

44AFISR 55-1 (U). "AFIS Participation in MAJCOM, Unified & Specified Command, JCS, and DOD Exercises," 15 Aug 84, SD 401.

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46Emergency Action Procedures of the Air Force Intelligence Service (EAP-AFIS) (U), AFIS/XP, 1 Jul 84, SD 403.

47Ltr (U), AFIS/XP to AFSAC/INX, "Review of ESAA OPLAN 4102 (Your Ltr 8 Jun 84)," 14 Jun 84, SD 404; Ltr (U), AFIS/XP to AFSAC/INX, "PSAA OPLAN 5000/5001 (U)," 29 May 84, SD 405; Ltr (S) w. 1 Atch (S), AFIS/XP to AFSAC/INXA, "Review of PSAA OPLAN 5027 (U)," 10 Feb 84, SD 406; Ltr (U), AFIS/XP to AF/INY, "Revision of the Air Force Intelligence Plan (AFIP)," 24 Apr 84, SD 407; Ltr (S), AFIS/XP to AFSAC/INXA, "HUMINT Appendix for USCENTAF OPLAN 1002," 18 Jun 84, SD 408.

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51 Msg (S), AFIS/XP to AFLC/XPXX et al, "Annual Review of MAJCOM/SOA Allocation of AF Apportionment of 100K Mobilization Authority (AF/XOUT SECRET Msg, 081330Z Jun 84)," 131430Z Jun 84, SD 411.

52 Ltr (U), AFIS/XP to AF/INYX, "Skill Usability Study Update," 28 Mar 84, SU 412.

53 Ltr (U), AFIS/CV to AFIS Staff, "Emergency Notification Plan," 3 Apr 84, SU 413.

54 AFISK 355-2 (U), "AFIS Notification System," 25 May 84, SU 414.

55 Hist Data Rprt (U), AFIS/XP, Jan-Dec 84, SD 370; Ltr (U), AFIS/MO to AFIS/LG, "Logistics Division Management Advisory Study (MAS) - draft," 19 Mar 84, SD 415; Ltr (U), AFIS/CV to ATZA-DEH-E, "Real Property and Resource Management," 17 Aug 84, SU 416.

56 Staff Summary Sheet (U), w. 1 Atch (U), AFIS/XP to AFIS/CV et al, "Project Move," 21 Sep 84, SD 417; Memo for Record (U) w. 1 Atch (U), AFIS/XP, "AFIS Request for Additional Space at Bolling," 20 Apr 84, SD 418; Ltr (U), AFIS/CV to AF/INEGL et al, "Project Move," 31 May 84, SD 419; Ltr (U), AFIS/XP to AF/INEG, et al, "Project Move," 31 May 84, SD 420; Ltr (U), AFIS/XPL to AFIS/AC, "Unfunded Requirements," 1 Aug 84, SD 421.

57 Ltr (C), Det 23/CC to AFIS/XPC, "Mission Statement for Building Justification (U)," 3 Dec 84, SD 422.

58 See also Ltr (S), AFIS/XP to HQ AFSAC/INX, "HQ TAC/HQ AFIS Memorandum of Understanding (MOU)," 9 Aug 84, SD 423; Staff Summary Sheet (C/NF) w. 1 Atch (U) and 2 Atch (C/NF), "Office Space Requirement - Det 23," 5 Sep 84, SD 424; Ltr (U), ATZA-DEH-E to AFIS/CVA, "Office Space Requirement," 29 Nov 84, SD 425; Ltr (U) w. 1 Atch (U), AFIS/CV to DEH/RP, "Office Space Requirement," 6 Sep 84, SD 426; Msg (U), AFIS/CV to TAC/INX, "Termination of Memorandum of Agreement (MOA) Between AF/IN and HQ TAC/CC," 241600Z Sep 84, SD 427.

59 Support Agreement (U), AFIS with USAECFB, W26AAA-84347-565, 7 Feb 84, SD 428.

60 USAF Host-Tenant Support Agreement (U), AFIS w. 76 ALD, 29 Oct 84, SD 429.

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62 Staff Summary Sheet (U) w. 4 Atch (U), AFIS/LGX to AFIS/XP et al, "Memorandum of Agreement between HQ AFIS and HQ ESC," 11 Jan 84, SD 431.

63 Hist Data Rprt (U), AFIS/XP, Jan-Dec 84, SD 370.

#### MANPOWER AND ORGANIZATION DIVISION

64 The MU segment of the AFIS History was written, in part, from the Hist Data Rprt (U), AFIS/MO, MSgt Arnold Lees and TSgt William Miller, Jan-Dec 84, SD 432. See Ltr (U), AFIS/MO to AFIS/HO, "History of AFIS/MO (1 Jan - 31 Dec 84), 18 Feb 85, SD 432.

65 Ibid; Memo for Record (U), AFIS/MO, Lt Col Follrod, "Reorganization of AFIS/MO," 31 Dec 84, SD 433.

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68 Ibid.

69 Staff Summary Sheet (U), AFIS/MO to AFIS/DP et al, "New AFIS Operating Location," 19 Jun 84, SD 434. Conversation (U), AFIS Historian w. MSgt Lees, AFIS/MO, 15 Aug 85.

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72 Ltr (U), AFIS/INE to AF/INER et al, "Realignment of Responsibilities," 17 Jul 84, SD 438.

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75Staff Summary Sheet (U) w. 4 Atch (U), AFIS/MO to AFIS/AC et al, "Transfer of OL-F to USAFTAWC," 10 Sep 84, SD 444. Memo for Record (U), AFIS/MO, Lt. Col. Follrod, "Transfer of OL-F to USAFTAWC, RP1-4 Position," 19 Oct 84, SD 445. Form 17/6, Personnel Accounting Symbol Actions (U), AFIS/MO to 1947 HSG/DPJM, 31 Dec 84, SD 445. See also the section on OL-F in this CY84 AFIS History.

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77Ltr (U), AFIS/MO to AFIS/INEK, "Manpower Space for AFIS/INOH," 1 May 84, SD 448; Ltr (U), AFIS/INEK to AFIS/MO, "Manpower spaces for AFIS/INOH," 3 Apr 84, SD 449; Memo for Record (U), AFIS/MO, Lt Col. Follrod, 26 Mar 84, SD 450. See also the segment on INOH in the AFIS/INO section of this CY84 AFIS History.

78Hist Data Rprt (U), AFIS/MO, Jan-Dec 84, SD 432; Staff Summary Sheet (U) w. 3 Atchs (U), AFIS/MO to AFIS/INS et al, "Dual-Hatting of Key Security and Communications Management Positions," 20 Sep 84, SU 451. See also the segment on AFIS/INS in this CY84 AFIS History.

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**COMPTROLLER DIVISION**

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- 91Ibid, 27 Mar 84, SD 460.
- 92Ibid, 14 May 84, SD 461.
- 93Ibid, 26 Jun 84, SD 462.
- 94Ibid, 4 Sep 84, SD 463.
- 95Ibid, 1 Nov 84, SD 464.
- 96Ibid. See also Ibid, 17 Dec 84, SD 465; AFIS Operating Budget FY87, OAC 40, 18 Dec 84, AFIS/AC, SD 466; AFIS Financial Plan FY85, OAC 40, 18 May 84, AFIS/AC, SD 467.
- 97Talking Paper (U), AFIS/AC, "AFIS Accounting & Finance Branch," 16 Aug 85.
- 98Hist Data Rprt (U), AFIS/AC, Jan-Dec 84, SD 457.
- 99-100Ibid.
- 101Hist Data Rprt (U), AFIS/AC, Jan-Dec 84, SD 457.
- 102Ibid.

**ADMINISTRATION DIVISION**

- 103AFISR 23-1 (U), "Organization and Functions Air Force Intelligence Service (AFIS)," Section E, 15 Feb 84, SD 23. The segment on AFIS/DA was written, in part, from Hist Data Rprt (FOUO), AFIS/DA, Susan P. Cooksey and DA Staff, Jan-Dec 84, SD 468.

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106Ibid.

107DA 01 182-2 (U), "Express Mail Procedures," 4 Jan 84, SD 469; AFISR 100-2 (U), "Management of AFIS Telephones and Services," 16 Jan 84 SD 470; DA 01 100-1 (U), "Message Traffic Handling Procedures," 15 Feb 84, SD 471; AFR 10-7, AFIS Supplement 1 (U)U, "Administrative Orders," 27 Feb 84, SD 472; AFISVA 10-1 (U), Categorical Address List, Jun 84, SD 473; AFR 10-6, AFIS Supplement 1 (U), Air Force Standard Functional Address System," 12 Oct 84, SD 474.

108Ltr (U), AFIS/DAA to All Compound Personnel, "United Parcel Service," 15 Aug 84, SD 475.

109Ltr (U), AFIS/DAA to All Compound Personnel, "Consolidated Mail (Pouch) Services," 3 Jul 84, SD 476; Hist Data Rprt (FOUO), AFIS/DA, Jan-Dec 84, SD 468.

110Ltr (U) w. 2 Atchs (U), AFIS/CV to USACC - Fort Belvoir, "Request for Telephone Instruments," 20 Apr 84, SD 477; ltr (U) w. 1 Atch (U), AFIS/I&H to AFIS/AC, "MIPR of Funds for Call Directors," 7 Mar 84, SD 478. For a cost breakout for telephone expenses for 1984 see SD 479.

111AFR 12-5, AFIS Supplement 1 (U), "Disposition of Air Force Documentation," 22 Aug 84, SD 480.

112List (U), AFIS Privacy Act Systems, AFIS/DA, 1984, SD 481.

113AFISR 12-2 (U), "Automated Personnel Management System," 14 Nov 84, SD 482.

114AFR 12-30, AFIS Supplement 1 (U), "Air Force Freedom of Information Act Program," 24 Jan 84, SD 483.

115Hist Data Rprt (FOUO), AFIS/DA, Jan-Dec 84, SD 468.

116AFR 0-15 (FOUO), "Defense Intelligence Agency (DIA) and Specialized USAF Intelligence Publications," 1 Nov 84, SD 484.

117AFR 5-3 (U), "Standard Intelligence Publications Systems," 17 Aug 84, SD 485.

118List (U), AF 200 Series Publications, AFIS/DA, Mar 84, SD 486; Ltr (U), DACS/I to USAF/DAP, "FY84 Periodical Review," 29 Oct 84, SD 487; Ltr (U), AFIS/INS to AFIS/DAP, "Discontinuation of AFISRP 200-3," 18 Oct 84, SD 488.

119Hist Data Rprt (FOUO), AFIS/DA, Jan-Dec 84, SD 468.

120ISPM OI 205-11, "Security Clearances," 13 Jul 84, SU 489. For the division's security procedures, see DA OI 205-1, "AFIS/DA Security Procedures," 10 Apr 84, SD 490.

121Hist Data Rprt (FOUO), AFIS/DA, Jan-Dec 84, SD 468.

#### PUBLIC AFFAIRS DIVISION

122AFISR 23-1 (U), "Organization and Functions Air Force Intelligence Service," Section K, 15 Feb 84, SD 23.

123The Intelligencer Newsletters (U), AFIS/PA, Feb, Mar, Apr, May, Jul, Sep, Oct, and Dec 1984, SD 491.

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125Msg (U) w. 1 Atch (U), AFSINC/IIB to AFIS/PA et al, "DOD (IG) Audit of Air Force Newspapers," 031400Z Feb 84, SD 493.

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127Ibid.

128Ltr (U), AFIS/PA to AF/IN et al, "Air Force Intelligence Photographic Support," 21 Aug 84, SD 494.

129Hist Data Rprt (U), AFIS/PA, Jan-Dec 84.

END OF FOOTNOTES FOR AFIS SPECIAL STAFF

AFIS OPERATING LOCATION AF  
AIR FORCE OPERATIONAL TEST CENTER

1History (S/NF/WN/NOCON), AFIS, Jan-Dec 83; Air Force Magazine, "Air Force Almanac 1984," May 84. The segment on OL-AF in this CY84 AFIS History was written, in part, from Hist Data Rprt (U), AFIS/OL-AF, Capt. Wolfgang Kuhn, Jan-Dec 84, SD 495.

2History (S/NF/WN/NOCON), AFIS, Jan-Dec 83.

3Ibid.

4Hist Data Rprt (U), AFIS/OL-AF, Jan-Dec 84, SD 495.

5Monthly Activity Rptrs (U), AFIS/OL-AF, Oct, Nov, Dec, 84 495.

6Ibid, Oct 84, SD .

7Ibid, May 84, SD .

8Hist Data Rprt (U), AFIS/OL-AF, Jan-Dec 84, SD ; Monthly Activity Reports (U), AFIS/OL-AF, Jan-Dec 84, SD 496.

9Hist Data Kprt (U), AFIS/OL-AF, Jan-Dec 84, SD 495.

10Monthly Activity Report (U), AFIS/OL-AF, Jan 84, SD 496; Hist Data Rprt (U), AFIS/OL-AF, Jan-Dec 84, SD 495.

11Monthly Activity Report (U), AFIS/OL-AF, Jan 84, SD 496.

12Monthly Activity Rptrs, AFIS/OL-AF, Feb, Mar, Nov 84, SD 496; Hist Data Kprt (U), AFIS/OL-AF, Jan-Dec 84, SD 495.

13Monthly Activity Rprt (U), AFIS/OL-AF, Jun 84, SD 496.

14Ibid, July, Aug, Sept, Oct 84, SD 496; Hist Data Rprt (U), AFIS/OL-AF, Jan-Dec 84, SD 495.

15Monthly Activity Rprt (U), AFIS/OL-AF, Jul, Sep 84, SD 496; Hist Data Rprt (U), AFIS/OL-AF, Jan-Dec 84, SD 495.

16Ibid., Oct, Nov, Dec, SD 496; Ibid.

17Hist Data Rprt (U), AFIS/OL-AF, Jan-Dec 84, SD 495. Monthly Activity Rprt (U), AFIS/OL-AF, Apr, Aug, Sep 84, SD 496.

18Ibid, Aug 84, SD 496; Ibid.

- 19Monthly Activity Rprt (U), AFIS/OL-AF, Jan 84, SD 496; Hist Data Rprt (U), AFIS/OL-AF, Jan-Dec 84, SD 495.
- 20Ibid, Apr, May, Jun, Jul 84, SD 496; Ibid.
- 21Ibid, Oct 84, SD 496.
- 22Ibid, Nov, Dec 84, SD 496.
- 23Hist Data Rprt (U), AFIS/OL-AF, Jan-Dec 84, SD 495; Monthly Activity Rptrs (U), Feb, Mar, Apr 84, SD 496.
- 24Monthly Activity Rptrs (U), AFIS/OL-AF, Mar, May 84, SD 496.
- 25Ibid., Jan, Feb, May, Dec 84, SD 496.
- 26Ibid, Feb, Mar, Oct, Dec 84, SD 496.
- 27Ibid, Jan, Mar, Apr, May 84, SD 496.
- 28Ibid, Sep, Nov, Dec 84, SD 496.
- 29Ibid, Oct, Dec 84, SD 496.
- 30Ibid, Aug 84, SD 496.
- 31Hist Data Rprt (U), AFIS/OL-AF, Jan-Dec 84, SD 495.
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AFIS OPERATING LOCATION N  
AIR FORCE ELECTRONIC WARFARE CENTER

33The segment on Operating Location N in this AFIS CY84 History was prepared by 1 Lt Judith A. Mitchell. The AFIS/HO did some minor editing. See Hist Data Rprt (S/NF/WN), AFIS/OL-N, Jan-Dec 84, SD 497. For additional information on AFIS/OL-N see the complete set of OL-N Monthly Activity Reports (S/NF/WN), Jan-Dec 84, SD 498.

34Hist Data Rprt (S/NF/WN), AFIS/OL-N, Jan-Dec 84, SD 497.

35-43Ibid.

44Hist Data Rprt (S/NF/WN), AFIS/OL-N, Jan-Dec 84, SD 497.

45-54Ibid.

55-65Ibid.

**AFIS OPERATING LOCATION ET  
ARMED FORCES MEDICAL INTELLIGENCE CENTER**

66Hist Data Rprt (U), AFIS/OL-ET, Maj. Richard W. Bloom, Jan-Dec 84, SD 499; DOD Directive 6420.1 (U), "Armed Forces Medical Intelligence Center," 9 Dec 82, SD 500.

67Hist Data Rprt (U), AFIS/OL-ET, Jan-Dec 84, SD 499.

68Draft AFR 200-3 (U), "Medical Intelligence in Support of Operations, Planning, and Research," 21 Jan 85, SD 501.

69Hist Data Rprt (U), AFIS/OL-ET, Jan-Dec 84, SD 499.

70Ibid.

**AFIS OPERATING LOCATION OL-F  
AIR FORCE TACTICAL AIR WARFARE CENTER**

71History (S/NF/WN/NUCON), AFIS, Jan-Dec 83; Air Force Magazine (U), "Air Force Almanac 1984," May 84.

72Msg (U), AFIS/MO to TAC/INZ, "Transfer of AFIS OL to USAFTAWC," 171805Z Sep 84, SD 502.

73Ltr (U), ACS/I to TAC/CC, "Transfer of Electronic Warfare Function to TAWC," 26 Jul 84, SD 503.

74Ltr (U), TAC/CC to USAF/IN, "Transfer of Electronic Warfare Function to the Tactical Air Warfare Center (Your Ltr, 26 Jul 84)," 10 Aug 84, SD 504.

75Msg (U), AFIS/MU to TAC/INX, "Transfer of AFIS OL to USAFTAWC," 171805Z Sep 84, SD 502.

76Staff Summary Sheet (U), w. 4 Atchs (U), AFIS/MO to AFIS/AC et al, "Transfer of OL-F to USAFTAWC," 10 Sep 84. For SD number see section on AFIS/MO.

END OF FOOTNOTES FOR OPERATING LOCATIONS

**APPENDIX I**  
**LINEAGE AND HONORS DATA**

**Unit Designation:** Air Force Intelligence Service (AFIS)

**Previous Designation:** Same

**Higher Headquarters:** Headquarters United States Air Force

**Commander:** Brigadier General Paul H. Martin, 15 Feb 83 - Present

**Vice Commander:** Colonel William B. Sherman, 1 Nov 82 - Present

**Assigned Units:** Air Force Special Activities Center (AFSAC)  
Operating Location - AF, Kirtland AFB, New Mexico  
Operating Location - N, Kelly AFB, Texas  
Operating Location - M, Alexandria, Virginia  
Operating Location - ET, Fort Detrick, Maryland  
Operating Location - S, Suitland, Maryland

**Assigned Units Lost:**

Operating Location - F, Eglin AFB, Florida

**Units Attached:** None

**Attached Units Gained or Lost:** None

**Station:** Fort Belvoir, Virginia

**Aircraft Flown:** None

**Awards and Decorations:** Air Force Organizational Excellence Award  
for period: 1 Feb 80 - 31 Jan 82  
(Auth: SO, Hq USAF, 68-455, 14 Jul 82)

**Emblem:** Same

## GLOSSARY

AAA	Anti-Aircraft Artillery
ABCCC	Airborne Battlefield Command and Control Center
ABS	Airbase Survivability
AC	Comptroller Division
ACDA	Arms Control and Disarmament Agency
ACSC	Air Command and Staff College
ACS/1	Assistant Chief of Staff, Intelligence
AD	Area Director; Armament Division
ADB	Audit Data Base
ADCOM	Air Defense Command
ADP	Automated Data Processing
ADPE	Automatic Data Processing Equipment
ADPS	Automated Data Processing System
ADS	Automated Data System
AEA	Area Enlisted Advisor
AEDC	Arnold Engineering Development Center
AFAA	Air Force Audit Agency
AFAITC	Armed Forces Air Intelligence Training Center
AFAM	Air Force Achievement Medal
AFB	Air Force Base
AFCC	Air Force Commendation Medal
AEFWC	Air Force Electronic Warfare Center
AEFEWS	Air force Electronic Warfare Evaluation System
AFIR	Air Force Intelligence Reserve
AFIS	Air Force Intelligence Service
AFISC	Air Force Inspection and Safety Center
AFIT	Air Force Institute of Technology
AFLC	Air Force Logistics Command
AFMEA	Air Force Management Engineering Agency
AFMIC	Armed Forces Medical Intelligence Center
AFMPC	Air Force Manpower and Personnel Center
AFOSI	Air Force Office of Special Investigations
AFR	Air Force Regulation
AFRES	Air Force Reserve
AFSAC	Air Force Special Activities Center
AFSARC	Air Force System Acquisition Review Council
AFSC	Air Force Specialty Code; Air Force Systems Command
AFSSO	Air Force Special Security Office
AFTEC	Air Force Test and Evaluation Center

AGOS	Air Ground Operations School
A1	Airborne Intercept
AIRA	Air Attaché
AIRES	Advanced Imagery Requirements and- Exploitation System
AJCC	Alternate Joint Communications Center
ALC	Air Logistics Center
ALD	Airlift Division
AMHS	Automated Message Handling System
ANG	Air National Guard
AOT	Area Operations and Training Officer
APDS	Advanced Personnel Data System
APO	Area Personnel Officer
APR	Airman Performance Report
APR(K)	Area Performance Report (Reserve)
ARAPS	Area Requirements and Products Status
ARC	Area Reprogramming Capability
ARFCOS	Armed Forces Courier Service
ARIS	Advanced Range Instrumentation Ship
ARPC	Air Reserve Personnel Center
ARRS	Aerospace Rescue and Recovery Squadron
ASD	Aeronautical Systems Division
ASE	Advanced Sensor Exploitation
ASG	Administrative Support Group
ASP	Area Specialist Program
ASTIAC	Advanced Scientific and Technical Intelligence Analyst Course
ASTRA	Air Staff Training Program
ATAPS	Advanced Tactical Aircraft Protection System
AUTODIN	Automatic Digital Network
AWACS	Airborne Warning and Control System
AWC	Air War College
BAQ	Basic Allowance For Quarters
BETA	Battlefield Exploitation and Target Acquisition *
BITC	Base Information Transfer Center
BOA	Board of Advisors
BRIG GEN	Brigadier General (O-7)
CAEWIS	Computer Aided Electronic Warfare Information System
CAPT	Captain (O-3)
CATIS	Computer Aided Tactical Information System
CAWC	Combined Air Warfare Course
CBPO	Consolidated Base Personnel Office
CC	Commander
CCA MODEL 204	A Commercial Data Base Management System
C3	Command, Control and Communications

C3CM	Command, Control, Communications and Countermeasures
C3I	Command, Control, Communications and Intelligence
CC&D	Concealment, Camouflage and Deception
CC&D TRG	Concealment, Camouflage and Deception Technical Review Group
CCPC	Critical Collection Problems Committee
CCPO	Consolidated Civilian Personnel Office
CCTC	Command Control Technical Center
CEG	Combat Effectiveness Group
CI	Counterintelligence
CIA	Central Intelligence Agency
CIR	Continuing Collection Requirement
CISPO	Combat Identification System Program Office
CM	Configuration Management - (Identification and Control of Software Changes/Developments)
CMDS	Command Manpower Data System
CMSgt	Chief Master Sergeant (E-9)
CNWDI	Critical Nuclear Weapons Design Information
COIC	Combat Operation Intelligence Center
COINS	Community On-Line Intelligence System
COL	Colonel (O-6)
COMINT	Communications Intelligence
COMPES	Contingency, Operation, Mobility, Planning and Execution System
COMSEC	Communications Security
CONPLANS	Concept Plans
CONUS	Continental United States
CPAS	Civilian Potential Appraisal System
CPDC	Command Publications Distribution Center
CPO	Civilian Personnel Office
CPSS	Contingency Planning Support and Systems
CPX	Command Post Exercise
CRTIC	Critical Intelligence Communications
CRPO	Consolidated Reserve Personnel Office
CRT	Cathode Ray Tube
CSAF	Chief of Staff, Air Force
CSP	Communications Support Processor
CSS	Central Security Service
CSSP	Combined Services Support Program
CTF 168	Commander Task Force 168
CUBIC	Common User Baseline for the Intelligence Community
CV	Vice Commander

CY	Calendar Year
DA	Administrative Division
DACP	Deserving Airman Commissioning Program
DACS/I	Deputy Assistant Chief of Staff, Intelligence
DAESC	Duty Air Force Specialty Code
DAU	Defense Attache Office
DAR	Data Automation Requirement
DARPA	Defense Advanced Research Project Agency
DAS	Defense Attache System
DATT	Defense Attache
DBM	Data Base Manager
DBMS	Data Base Management System
DBW	Decibal Watt
DCA	Defense Communications Agency
DCI	Director of Central Intelligence
DIA	Defense Intelligence Agency
DIAULS	Defense Intelligence Agency On-Line System
DIDHS	Deployable Intelligence Data Handling System
DIS	Defense Intelligence School; Defense Intelligence Service; Defense Investigative Service
DLAB	Defense Language Aptitude Battery
DLI	Defense Language Institute
DLIFLC	Defense Language Institute Foreign Language Center
DMA	Defense Mapping Agency
DOO	Department of Defense
DODAAD	Department of Defense Activity Address Directory
DODIIS	Department of Defense Intelligence Information Systems
DP	Director of Personnel
DPC	Civilian Personnel Division
DRU	Direct Reporting Unit
DSARC	Defense System Acquisition Review Council
DSB	Defense Service Board
DSDIC	Department of Defense Strategic Debriefing and Interrogation Course
DSSCS	Detached Training Site
DTS	Dynamic Order of Battle
DYOB	Emergency Action Procedures
EAP	Electronic Combat
EC	Electronic Counter-Countermeasures
ECCM	Electronic Countermeasures
ECM	Electronic Combat Instructor School

ECP	Electronic Combat (Instructor) Pilot
ECS	Embedded Computer system
ECTEU	Electronic Combat Threat Environment Description
E&E	Evasion and Escape
EEI	Essential Elements of Information
EC	Electronic Combat
ELINT	Electronic Intelligence
ELNOT	Electronic Intelligence Notation
ELTEC	Technical Electronic Intelligence
EO	Executive Order
EPL	ELINT Parameter Limits List
ERAUCOM	Electronics Research and Development Command
ERP	Effective Radiated Power
ESAA	European Special Activities Area
ESC	Electronic Security Command
ESM	Electronic Support Measures
EW	Electronic Warfare
EW/CAS	Electronic Warfare in Close Air Support
EWIR	Electronic Warfare Integrated Repro- gramming
EWIRC	Electronic Warfare Integrated Repro- gramming Concept
EWIRDB	Electronic Warfare Integrated Repro- gramming Data Base
EWOLS	Electronic Warfare Open Loop Simulator
EWRC	Electronic Warfare Reprogramming Concept
EXPLANS	Exercise Plans
FAA	Federal Aviation Agency
FANX	Friendship Annex
FASCAP	Fast Capital Payback Program
FBI	Federal Bureau of Investigation
FBIS	Foreign Broadcast Information Service
FEMA	Federal Emergency Management Agency
FEPE	Front-End Processor
FIAT	Functional Intelligence Augmentation Team
FLT	Flight
FMB	Financial Management Board
FME	Foreign Material Exploitation
FMI	Functional Management Inspection
FOC	Final Operational Capability
FOIA	Freedom of Information Act
FORSIZE	Force Sizing
FOT&E	Follow-on Operational Test and Evalua- tion
FOUO	For Official Use Only

FP	Financial Plan
FRD	Federal Research Division, Library of Congress
FSTC	Foreign Science and Technology Center
FTD	Foreign Technology Division
FW&A	Fraud, Waste and Abuse
FWG	Financial Working Group
FY	Fiscal Year
GAO	Government Accounting Office
GCI	Ground Control Intercept
GDIP	General Defense Intelligence Program
GEN	General Effectiveness Model
GLCM	Ground Launched Cruise Missile
GM	General Managers
GHAS	General Manager Appraisal System
GUCC	Government Controlled-Contractor Operated
GS	General Schedule; General Staff
GF	Green Flag
GSFG	Groups of Soviet Forces, Germany
GSU	Geographically Separated Unit
HAC	House Appropriation Committee
HAT	Human Resource Intelligence (HUMINT) Augmentation Team
HF	High Frequency
HMTC	HUMINT Managers Training Course
HO	History Office
HOI	Headquarters Operating Instruction
HQ	Headquarters
HSS	Headquarters Squadron Section
HTSA	Host Tenant Support Agreement
HUMINT	Human Resource Intelligence
Hz	Hertz
IAADS	Integrated Air Defense System
IAF	Indian Air Force
IAS	Interactive Applications System
ICBM	Inter-Continental Ballistic Missile
ICDP	Intelligence Career Development Program
I <sup>2</sup> CM	Improved Intercept and Countermeasures
ICR	Intelligence Collection Requirement
IDHS	Intelligence Data Handling System
IDHS-80	Strategic Air Command (SAC) Intelligence Data Handling System for the 80s
IDHSC-II	Intelligence Data Handling System Communication II
IDT	Inactive Duty Training
IG	Inspector General
IMA	Individual Mobilization Augmentee
INF	Intermediate Range Nuclear Forces
INO	Directorate of Operational Intelligence

INOI	Intelligence Operational Instruction
INS	Directorate of Security and Communications Management
INTRO	Individualized Newcomer Treatment and Orientation Program
IOT&E	Initial Operational Test and Evaluation
IPAC	Intelligence Center Pacific
IPO	International Pact Organization
IPR	Intelligence Production Requirement;
IIR	Intelligence Production Report
IRBM	Intelligence Information Report
IRF	Intermediate Range Ballistic Missile
IRIS	Intelligence Reserve Forces
ISSA	Intelligence Reserve Information System
I&W	Interservice Support Agreement
IWC	Indications and Warning
JAROC	Indication Warning Center
JCS	Joint Allied Refugee Operation Center
JCSM	Joint Chiefs of Staff
JMEM/AS	Joint Chiefs of Staff Memorandum
	Joint Munitions Effectiveness Manual/
	Air-to-Surface
JPAS	Job Performance Appraisal System
JSIW	Joint Service Interrogation Wing
JTFP	Joint Tactical Fusion Program
JTFTB	Joint Tactical Fusion Test Bed
KB	Knowledgeability Brief
KCOIC	Korean Combat Operations Intelligence Center
LLLGB	Low Level Laser Guided Bomb
LOC	Lines of Communication
LUCE	Limited Operational Capability Europe
LOE	Letter of Evaluation
LTC	Lieutenant Colonel (O-5)
LT COL	Lieutenant Colonel (O-5)
MA	Mobilization Augmentee
MAC	Military Airlift Command
MANFOR	Manpower Force
MAJ	Major (O-4)
MAJCOM	Major Command
MASS	Missile and Space Summary
MAW	Military Airlift Wing
MAXI	Modular Architecture for Exchange
	Intelligence
M-Day	Mobilization Day
MC&G	Mapping, Charting and Geodesy
MEPAK	Manpower and Equipment Force Packaging System
MEI	Management Effectiveness Inspection
MEP	Management Engineering Program

MFP	Major Force Program
MGT	Mobile Ground Terminal
MIA	missile Intelligence Agency; Missing-In-Action
MILSATCOM	Military Satellite Communications
MILSTAR	Military Strategic, Tactical and Relay Satellite
MIM	Master Interpretation Module
MIS	Management Information System
MO	Manpower and Organization Division
MOTC	Military Operations Training Course
MOU	Memorandum of Understanding
MPA	Military Personnel Appropriation
MPC	Military Personnel Center
MSF	Mission Support Facility
MSGT	Master Sergeant (E-7)
MSM	Meritorious Service Medal
M-X	Missile-X
NARS	National Archives Records Service
NATO	North Atlantic Treaty Organization
NCA	National Capital Area; National Command Authority
NCB	Non-Communist Bloc
NCD	National Collection Division
NCO	Noncommissioned Officer
NCOA	Noncommissioned Officer Academy
NCOIC	Noncommissioned Officer in Charge
NCOLS	Noncommissioned Officer Leadership School
NCR	National Capital Region
NDA	Nondisclosure Agreement
NFIB	National Foreign Intelligence Board
NIE	National Intelligence Estimate
NOIWON	National Operations and Intelligence Watch Officers Net
NIPS	National Military Command Center Information Processing System
NISC	Naval Intelligence Support Center
NISSTR	National Intelligence Systems to Support Tactical Requirements
NMIC	National Military Intelligence Center
NONEAD	Non-Extended Active Duty
NPIC	National Photographic Interpretation Center
NPS	Naval Postgraduate School
NSA	National Security Agency
NSC	National Security Council
NSRL	National SIGINT Requirements List
OA	Obligation Authority
OB	Order of Battle
OBANS	Operating Budget Account Numbers

OBRC	Operating Budget Review Committee
OCPO	Office of Civilian Personnel Operations
OER	Officer Efficiency Report
OI	Operating Instruction
OIC	Officer in Charge
OIS	Office Information System
OJT	On the Job Training
OL	Operating Location
O&M	Operations and Maintenance
OMB	Office of Management and Budget
OMC	Occupational Measurement Center
ONISP	Official Mail Stamp Program
OPELINT	Operational Electronic Intelligence
OPLANS	Operational Plans
OPR	Office of Primary Responsibility
OSAF	Office of the Secretary of the Air Force
OSC	Organizational Structure Code
OSD	Office of the Secretary of Defense
OSI	Office of Special Investigations
OT&E	Operational Test and Evaluation
OTS	Officer Training School
OTSI	Over the Shoulder Inspection
PA	Public Affairs Office
PACAF	Pacific Air Force
PAS	Personnel Accounting System
PCS	Permanent Change of Station
PEM	Program Element Monitor
PFIAB	President's Foreign Intelligence Advisory Board
PI	Photo Interpreter (Interpretation)
PK	Probability of Kill
PLSS	Precision Location Strike System
PMU	Programmed Management Directive
PME	Professional Military Education
PHS	Pipeline Management System
POC	Point of Contact
POM	Program Objective Memorandum
POW	Prisoner of War
PRC	People's Republic of China
PRI	Periodic Request Investigation; Pulse Repetition
PSYOP	Psychological Operation
QC	Quality Circle; Quality Control
QOT&E	Qualitative Operational Test and Evaluation
QSI	Quality Salary Increase
RADC	Rome Air Development Center
RAF	Royal Air Force
R&D	Research and Development

RDAFFOR	Rapid Deployment Air Force Forces
RDJTF	Rapid Deployment Joint Task Force
ROT&E	Research, Development, Testing and Evaluation
REC	Radio Electronic Combat
REDCOM	Readiness Command
REMADIS	Requirements Management and Distribution
RF	Radio Frequency
RIF	Reduction in Force
RMS	Resource Management System
ROPA	Reserve Officer Promotion Act
ROTC	Reserve Officer Training Corp
RP	Requirement Plan
RPA	Reserve Personnel Appropriation
RTG	Reconnaissance Technical Group
RWR	Radar Warning Receiver
SAC	Strategic Air Command
SAGA	Studies Analysis and Gaming Agency
SAM	Surface to Air Missile
SAMI	Systems Acquisition Management System
SAU	Special Activities Office
SAS	SIGINT Aerospace Summary
SAWSUM	SIGINT Aerospace Weapons Summary
SBI	Special Background Investigation
SCI	Sensitive Compartmented Information
SCIF	Sensitive Compartmented Information Facility
SOR	Source Directed Requirement
SEA	Southeast Asia
SECOM	Security Committee
SEI	Specific Emitter Identification
SERE	Survival, Evasion, Resistance and Escape
SERENE BYTE	[REDACTED]
SGT	Sergeant (E-4)
SI	Special Intelligence
SIADS	Soviet Integrated Air Defense System
SIGINT	Signal Intelligence
SII	Statement of Intelligence Interest
SIMVAL	Simulator Validation
SIO	Senior Intelligence Officer
SIOP	Single Integrated Operation Plan
SMC	Soviet Military Concepts
SMPD	Soviet Military Power Days
SMPW	Soviet Military Power Week
SMSGT	Senior Master Sergeant (E-8)
SNIE	Special National Intelligence Estimate
SAO	Separate Operating Agency

SOLARS-1	Strategic Air Command (SAC) On-Line Analysis and Retrieval System
SOLIS	SIGINT On-Line Intelligence System
SON	Statement of Operational Need
SOS	Squadron Officer School
SOW	Statement of Work
SPACECOM	Space Command
SPECAT	Special Category
SPOER	Special Operational Electronic Intelligence Requirements
SRA	Senior Airmen (E-4)
SRC	Syracuse Research Corporation
SRV	Socialist Republic of Vietnam
SSGT	Staff Sergeant (E-5)
SSO	Special Security Office
S&T	Scientific and Technical
S&TI	Scientific and Technical Intelligence
STAR	System Threat Assessment Report
START	Strategic Arms Reduction Talks
STIAIC	Scientific and Technical Intelligence Analyst Introductory Course
SUMS	System Update Missionization Study
TAC	Tactical Air Command
TAF	Tactical Air Force
TAR	Threat Assessment Report
TASS	Soviet News Agency
TAREX	Target Exploitation
TAWC	Tactical Air Warfare Center
TD&E	Tactics/Doctrine Test and Evaluation
TDY	Temporary Duty
TEC	Technical, Educational and Career Development
TED	Threat Environment Description
TERC	Tactical Electronic Reconnaissance
TESS	Tactical Air Warfare Center Electronic Warfare Integrated Reprogramming System; Technical Electronic Intelligence (ELINT) Support System
TFECIC	Tactical Fighter Electronic Combat Instructor Course
TMO	Transportation Management Office
TOA	Total Obligation Authority
TPFDD	Time Phased Force Deployment Data
TR	Transportation Request
TSCA	Top Secret Control Account
TSCO	Top Secret Control Officer
TSgt	Technical Sergeant (E-6)
TSWG	Threat Simulator Working Group
TTW	Technical Training Wing
TWG	Threat Working Group

UFMOP	Unintentional Frequency Modulation on Pulse
UMD	Unit Manpower Document
U&S	Unified and Specified (in terms of command)
USA	United States of America; United States Army
USAF	United States Air Force
USAFE	United States Air Force in Europe
USAFINTEL	United States Air Force Intelligence
USAICS	U.S. Army Intelligence Center and School
USAMIA	U.S. Army Missile Intelligence Agency
USEC	Micro-Seconds
USN	United States Navy
UTC	Unit Type Code
UV	Unit Vacancy
WAPS	Weighed Airman Promotion System
WNY	Washington Navy Yard
WR-ALC	Warner Robbins Air Logistics Center
WRM	War Readiness Material
WSSIC	Weapons and Space Systems Intelligence Committee
XP	Plans Division
ZULU	Greenwich Mean Time

## AFIS CY 1984 HISTORY ABSTRACT

### CHAPTER I MISSION, ORGANIZATION, AND COMMAND

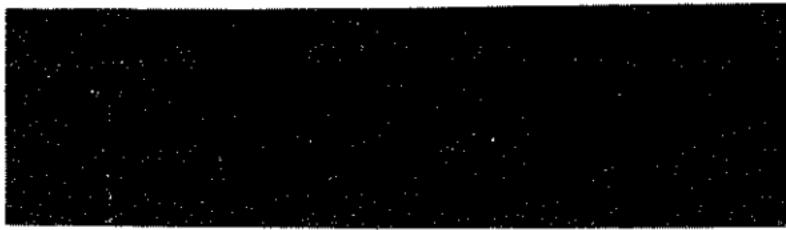
(U) Two AFIS units abolished: Logistics Division and Operating Location F. Key leadership continued in command positions except for AFSAC vice commander. AFIS manning strength at 876. AFIS Management Survey underway. Security working group established. AFIS IG conducted 5 MEIs and 10 OTSIs. No FW&A disclosures. Seven reportable mishaps occurred. Senior enlisted advisor represented ACS/l on panels and staff assistance visits.

### CHAPTER II INTELLIGENCE OPERATIONS

#### DIRECTORATE OF OPERATIONAL INTELLIGENCE



#### DIRECTORATE OF TARGETS



### CHAPTER III

#### INTELLIGENCE EDUCATION AND TRAINING

##### DIRECTORATE OF JOINT SERVICES SUPPORT



##### DIRECTORATE OF SOVIET AFFAIRS

[REDACTED] INC addressed manpower reduction proposal. INC relocated to Bldg 1304, Bolling AFB. Statistics on Soviet Awareness presentations compiled. Briefings at UPT bases discussed. Reserve team proposed. Facility upgraded. Literature Research Division involved with Soviet Press Translations, Soviet Military Encyclopedia Project, and Soviet Military Thought Series. Training accomplished through conferences and formal/informal means. Personnel travel to USSR.

##### DIRECTORATE OF ATTACHE AFFAIRS

[REDACTED] INH nominated officers and enlisted personnel to DIA. Selection panels used. Selection criteria listed. Selection statistics compiled. INH provided training for attaché-designates. On-station language use considered. INH provided on-station support for Attachés. Staff visits made to DAOs. Incentive supplies distributed. Newsletter published. Mid-tour reports submitted. Promotion statistics compiled. Unscheduled returns from station occurred.

### CHAPTER IV

#### INTELLIGENCE SUPPORT

##### DIRECTORATE OF SECURITY AND COMMUNICATIONS MANAGEMENT

[REDACTED] Director and deputy director of INS dual-hatted as assistant and deputy assistant AF/INS. Positions realigned and

upgraded. Project MOVE affected INS. Personnel security statistics compiled. Polygraph use tested. "For cause" closure authority rescinded. Limited TS clearance authority denied. Conversion to 4C system underway. DSM-III interpreted. USAFINTEL regulations consolidated. Effort made to stem unauthorized disclosures. Inspections conducted and inspection program strengthened. Security incidents/violations monitored. Security education provided. CORONA Conference supported. MREMADIS terminated. INSD statistics compiled.

#### DIRECTORATE OF INTELLIGENCE RESERVE FORCES

[REDACTED] As of 1 Oct 84, 1,911 authorized IMA positions existed. Two remote flights established. Assessment of IARF personnel occurred. USC 678 positions established. Statistics on annual and special tours compiled. Man-days allocated and reduced. Reservists deployed to Panama. RE provided training for reservists. HAP reserve annex submitted. Reservists participated in exercises. MOA with APPC prepared over 487 intelligence support projects underway. Workshops held for directors and DTS commanders. Statistics on personnel security and management compiled. Statistics on quality force issues compiled. [REDACTED]

Deleted per S U.S.C. 552(b)(5)

#### DIRECTORATE OF PERSONNEL

[REDACTED] DP organized into 2 divisions. Education and training statistics compiled. Intelligence training programs promoted. Some problems experienced in offices and enlisted manning requirements. Promotion statistics compiled. OER, APR, and decoration statistics compiled. Outstanding military personnel recognized. Civilian manning statistics compiled. Compatibility initiative underway between the DoD ICOP and Air Force. DALASP reviewed. One-day OPK evaluation of UPC. New civilian performance management program established. Merit performance and incentive awards statistics compiled. DP managed 4 additional programs.

Deleted per S U.S.C. 552(b)(1)

## CHAPTER VI AFIS SPECIAL STAFF

[REDACTED] AFIS Logistics Division merged with AFIS Plans and Programs Division. AFIS/XP responsible for GDIPP, POM, HQ USAF PAU 84-1, SOCs, SONs, and Plans. FIAT plan unsuccessful. XPL coordinated Project MOVE, facilities improvements, and support agreements. AFIS/MO coordinated and approved reorganization activity and conducted manpower studies. WANG equipment installed. Budget activity centered on Financial Plan, Operating Budget, GDIP, and POM. Accounting and finance actively centered on contract supervision, ICF management, funding messages, and IG inspections. Metered mail expenses declined. AFIS/DA responsible for administrative communications, documentation managements, FOIA, Privacy Act, publications management, systems management, ISPM, and vehicle control. Eight Intelligencers were published, at a cost of \$2.52 each.

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